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MEMORANDUM FOR: Chairman, Board of Medical Examiners

SUBJECT

: Request for Medical Evaluation -Mr. Calvin W. Hicks

- 1. Subject, a participant in the CIA Retirement and Disability System, has applied for disability retirement under the provisions of Section 231 of Public Law 88-643, Central Intelligence Agency Retirement Act of 1964 for Certain Employees. It is requested that a medical examination be arranged for Subject and that a written report of the Board of Medical Examiners as prescribed in paragraph f. (4) of HR 20-50 be submitted to the Director of Personnel.
- 2. Attached are copies of the Supervisor's Statement, the Application for Disability Retirement, and a private physician's statement.
- 3. Subject intends to remain on duty until a decision is made regarding his application for disability retirement.

R. L. Austin, Jr. Deputy Director of Personnel for Special Programs

Attachments:

- a. Supervisor's Statement
- b. Application
- . c. Physician's Statement

- Distribution:

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10 December 1973

MEMORANDUM FOR: Chief, Career Management Group

SUBJECT:

Promotion of Mr. Calvin W. Hicks

- 1. I would solicit Career Management Group and the Promotion Panel to consider the overall career of Calvin W. Hicks when deciding on the current cycle of promotions from GS-13 to GS-14.
- 2. After Mr. Hicks EOD in 1950, he advanced rapidly in three years to GS-11. He was promoted to GS-12 in 1956, six years later to GS-13 in 1962, and since then has been almost 12 years in grade. He has had overseas tours with FE and NE Divisions, has served as a training instructor, on a PM task force, and with Miami Ops and area branches in WH. In these assignments he consistently received Strong ratings. Despite a largely paramilitary background, in 1967 he adjusted to the intelligence production cycle and developed the skills of an operations officer doing operations-oriented reports work in the Intelligence Watch. As of this date he has the longest continuity in the Intelligence Watch and is rated as a mature and thoughtful individual who exercises excellent professional judgment. He was recommended for promotion from GS-13 to GS-14 in April 1968 and in April 1969. In 1970 he was recommended for a QSI by FI Chief, Peer deSilva. He was again recommended for promotion in March 1971, in November 1972, and in November 1973.
- 3. Admittedly, promotions are competitive and the rankings are relative and must be adjusted to the headroom available. The overall history of his career would seem to argue the equity of granting the often recommended promotion to Mr. Calvin Hicks as he nears the end of a career. Mr. Hicks is 49 years old and has a family of five children. He has a medical hold which will not allow him to serve overseas at this time and he therefore, contemplates retirement at age 50 (in late 1974). He is and will be until then a valuable member of the Intelligence Watch.
- I recommend that the promotion which has escaped him in the last decade be granted at the time of this year's promotion cycle.

L. A. Campbell

Chief, Operations Staff

Administrative a Library Res Colo

13 November 1973

MEMORANDUM FOR: C

Career Management Group Mid-Career Officer Branch

SUBJECT

Recommendation for the Promotion of Calvin W. Hicks (056361)

to 6S-14

1. I would again like to recommend the promotion of subject officer from GS-13 to GS-14. Mr. Hicks has been with the Intelligence Watch since June 1967 and his performance has been characterized consistently by exceptional proficiency. He serves on a rotating schedule with seven other officers doing identical work, some of whom are currently in GS-14.

- 2. A medical hold has precluded any further overseas assignments and for this reason his stay in IW has been extended until November 1974, when he will be 50-years-old at which time he plans to retire under the Agency retirement system.
- 3. Mr. Hicks' resourcefulness and ability to apply the multitude of reporting instructions and techniques have been convincingly demonstrated in crisis situations such as the recent Chilean coup and the Middle-Eastern crisis. He has consistently displayed initiative and good judgment in meeting unforeseen crisis with rapid and effective action and has clearly demonstrated his ability to continuously adjust to rotating shifts and the irregular flow of traffic.
- 4. For his sustained high level of performance in 1972 Mr. Hicks received a quality step increase in recognition and as proof of the high esteem in which he is held by his superiors. He occupies a GS-14 slot. His promotion is again recommended in recognition of his long years of Agency service.

Joseph A. Procaccino C/OPS/INT/IW

Concur: Eloise R. Page, C/OPS/INT

E2 IMPDET CLBY 002025

Calvin Hicks

SEGRET

26 September 1973

MEMORANDUM FOR: Chief, Operations Staff

SUBJECT:

Appreciation of IW Performance During Chilean Upheaval

- 1. The officers of the Intelligence Watch (IW) performed admirably in swiftly processing the heavy flow of intelligence engendered by the recent political upheaval in Chile. In many instances, reports were in the hands of customers in the intelligence community within minutes of being filed in Santiago.
- 2. Please extend to the IW officers concerned the appreciation of this Division for their fine performance. I suggest that a copy of this memorandum be placed in the personnel folder of each of the officers concerned.

David A. Phillips

Chief, Western Hemisphere Division

E2 IMPDET CL BY 039964

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MEMORANDUM FOR: Calvin W. Hicks

: Quality Step Increase

- I was pleased to learn that you have been granted a Quality Step Increase. Such recognition is proof of the high esteem in which you are held by your supervisors in the Clardestine Service.
- 2. Please accept my personal best wishes. I am confident that your future performance will be of a continuing high quality.

/S/ Cord Moyer, Jr. Thomas H. Karamessines Deputy Director for Plans

CSPS/SOB/Hileberman; rv(11Apr72)

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1 0 APR 1972

MEMORANDUM FOR: Secretary, DDP/QSI - HMA Panel

SUBJECT

: Notification of Approval of Quality Step Increase -Calvin W. Hicks

- 1. I am pleased to send to you the attached official notification of the approval of the Quality Step Increase which you recommended for this employee.
- 2. As this award is designed to encourage excellence by recognizing and rewarding the employee, may I ask that you arrange to have this Quality Step Increase presented at an appropriate ceremony.

Harry B. Fisher
Director of Personnel

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MEMORANDUM FOR: Chief, Foreign Intelligence Staff

SUBJECT

Intelligence Watch Assistance to European Division

As I am preparing to leave the European Division, a note of appreciation is in order for the services rendered to us for the four years of my tenure here by the officers of the Intelligence Watch.

- 2. At a time of increasingly complicated intelligence collection and reporting problems, our Agency has come of age. We have recognized that information often cannot be allowed to wait for attention until sunrise, and that we must be able to respond to national needs and world events other single institution, has made it possible for us to do this. We have benefited from its cooperation particularly under strained reporting conditions -- during Presidential. trips abroad, for instance -- but have also found IW's presence and judgment helpful at other times. I know that my staff relied on IW extensively.
- 3. I am making a point of recognizing this because the Intelligence Watch -- a bit like our Agency as a whole -is apt to get more attention with an occasional slip than with a record of continuing accomplishment and success in coping with problems. From what I have been able to observe, the job has been well done.

I hope you will bring this memorandum to the attention of those concerned.

Chief

European Division

Joseph Procaccino Walter Kuzmuk Robert Heron James Pekich Frank Levy

Howard Orr Calvin Hicks George Papadopolos Robert Sawicki

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MEMORANDUM FOR: SEGRETARY, CSPS/SECTION A

SUBJECT:

RECONNENDATION FOR THE PROMOTION OF CALVIN W. HICKS

(056361) to GS-14

1. 1 RECOMMEND THE PROMOTION OF SUBJECT OFFICER FROM GS-13 TO GS-14. MR. HICKS HAS BEEN ASSIGNED TO THE INTELLIGENCE WATCH/FI STAFF SINCE JUNE 1907 AND SERVES ON A ROTATING SCHEDULE WITH SEVEN OTHER OFFICERS DOING IDENTICAL WORK, FOUR OF WHOM ARE CURRENTLY IN GRADE GS-14.

- 2. Mr. Hicks has been in the Intelligence Watch (IW) for almost FOUR YEARS AND HIS WORK, BOTH QUANTITATIVELY AND QUALITATIVELY, HAS BEEN CONSISTENTLY OF A VERY HIGH CALIBER.
- 3. HIS KEENLY DEVELOPED SENSE OF OPERATIONAL SECURITY RESULTING FROM HIS EXTENSIVE PARAMICITARY EXPERIENCE; COUPLED WITH HIS CLEAR UNDERSTAND-ING OF THE RELATIONSHIP BETWEEN OPERATIONS AND INTELLIGENCE, HAS MADE HIM A VERY FINE OFFICER AND A VALUABLE ASSET TO IW. HE HAS BEEN UNDER MY SU-PLRVISION FOR 18 MONTHS AND I HAVE HAD AMPLE OPPORTUNITY TO OBSERVE HIS PERFORMANCE UNDER CONDITIONS OF STRESS. HE VERY ABLY APPLIES A MULTITUDE OF DETAIL AND GENERAL REPORTING INSTRUCTIONS TO THE DIFFERENT SITUATIONS MANIFEST IN EACH INCOMING REPORT AND DISPLAYS INITIATIVE IN MEETING UN-FORESEEN CRISES WITH RAPID AND EFFECTIVE ACTION. SINCE THE INTELLIGENCE .NFORMATION IS THE FACE THAT THE CEANDESTINE SERVICE PUTS OUT TO THE IN-TELLIGENCE COMMUNITY, THE PERFORMANCE OF WATCH OFFICERS IS OF GREAT IMPORTANCE. THIS FACTOR BECOMES APPARENT WHEN IT IS NOTED THAT OVER 75 PERCENT OF ALL CABLED INTELLIGENCE REPORTS ARE DISSEMINATED BY 1W.
- 4. Mr. Hicks has an extensive background in paramilitary operations BOTH IN THE FIELD AND AT HEADQUARTERS. ALL OF HIS FITNESS REPORTS FOR THE SIX YEARS PRECEDING HIS ASSIGNMENT TO IW HAVE BORNE THE OVERALL RATING OF "STRONG." HE HAS BEEN DESCRIBED AS "HIGHLY MOTIVATED, SINCERE, AND CAPABLE." ALSO, "HE WORKS WELL WITH OTHERS AND HIS KNOWLEDGE AND ABILITY ARE RESPECTED." OTHER SUPERVISORS DURING THE YEARS PRIOR TO THIS ASSIGN-MENT HAVE DESCRIBED HIM AS "SERIOUS, HARD-WORKING AND DEPENDABLE." HIS PERFORMANCE IN HIS PRESENT ASSIGNMENT HAS DEMONSTRATED THESE SAME QUALI-
- 5. MR. HICKS IS A DISTINCT ASSET TO IW AND I HIGHLY RECOMMEND HIS FOR PROMOTION TO GS-14.

SEPH A. PROCACCINO CHIEF, FI/INT/IN

Glat approved

MEMORANDUM FOR: Chairman, DDP QSI and Honor and Merit

Awards Panel

SUBJECT

Request for Quality Step Increase Mr. Calvin W. HICKS, GS-13 (056361)

- I recommend that a Quality Step Increase be awarded to Mr. Calvin W. Hicks.
- 2. Mr. Hicks is one of three officers in the Intelligence Watch, FI Staff, on whom identical recommendations are being submitted. These officers, all in grade GS-13, have for several years done responsible and demanding work, identical to that done in the same office by five other officers, GS-14 and 15, and all three have been rated "Strong."
- The Intelligence Watch is the primary intelligence dissemination office of the Clandestine Service. Its output of over 2,000 reports a month is the chief end-product of CS collection operations. Watch Officers serve on a rotating schedule. When an officer draws the night shift he serves alone. He must make quick, independent dissemination decisions. Mr. Hicks has done well at this work. He is alert and conscientious and has a sharp operational sense which is extremely useful in the handling of CS intelligence information. He has been recommended several times for promotion to GS-14.
- The high quality of Mr. Hicks's performance has continued for more than two years. There is no reason to expect any decline in it. His enthusiasm continues, and his tour has recently been extended for another two years.
- 5. Consideration has been given to recommending him for an Honor and Merit Award, but on balance I believe that a Quality Step Increase would be more appropriate.

Peer de Silva

Chief Foreign Intelligence

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SUBJECT: Request for Quality Step Increase Mr. Calvin W. HICKS, GS-13 (056361)

APPROVAL RECOMMENDED:

Chairman, CS QSI Panel Date

Director of Personnel Date

ÎĞ BARCH 1969

MEMORANDUM FOR: Chief, FI Staff

SUBJECT

: Performance of the Intelligence Watch

- 1. Now that the President's trip to Europe has been concluded. I feel that a special commendation for the lintelligence Watch (IW) is in order.
- 2. The contribution that is being made by the officers in the Intelligence Watch is often taken for granted. Thus it was natural for us, when we towned our task force for the President's trip, to build our arrangements for positive intelligence disseminations around the tw's twenty-four-hour-a-day availability. We were not disappointed. The system worked smoothly and efficiently.
- 3. In addition to that, it became clear that the Intelligence Watch officers were willing and able to go beyond the simple call of duty. We came to admire their competence, courtesy, and cooperation, without which effective intelligence coverage would have been immeasurably more difficult. Since the IW's were working under an unusual strain, caused by the simultaneous outbreak of crises in different parts of the world, their performance is that much more to be commended.
- 4. Please convey our appreciation to all officers who had a part in this fine effort.

John L. Hart Chief, European Division

CALVIN M. HICKS



7 March 1969

MEMORANDUM FOR: Mr. Edward J. Carrolly

Chiël, Intelligence Watch

SUBJECT: Performance of the Intelligence Watch during President Nixon's

recent Visit to Europe

I. I wish to commend you and each member of your staff who participated in the support which the Agency was called on to render to the Presidential party during its recent travel abroad. From several quarters I have had verbal expressions of praise and commendation and to these I wish to add my own in writing. I am enclosing a copy of a memorandum from the Chief, European Division, which reflects both my thoughts and the reactions I have heard from others.

2. I hope you will take appropriate action so that the personnel files of each of your participating officers will reflect this appreciation. You may wish to make copies of my memorandum and Mr. Hart's memorandum to serve this purpose.

Poer de Silva Chief

Foreign Intelligence

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CALVIN M. HICKS

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9 April 1969

MEMORANEUM FOR: Secretary, CSPS/Section A

SUBJECT -

Recommendation for the promotion of Calvin V. Hicks (056361) to GS-14

1. I recommend the promotion of subject officer from GS-13 to GS-14. Fr. Hicks has been assigned to the Intelligence Watch/FI Staff since June 1967, and serves on a rotating schedule with seven other officers doing identical work, five of whom are currently in Grade CS-14.

2. Mr. Hicks has been with IW for almost two years and his work, both quantitatively and qualitatively has been consistently of a very high caliber. Normally six months are required before an officer newly assigned to the Intelligence Watch is able to handle a shift by himself. At least a year is required refore a Watch Officer can perform at a high level of proficiency. However, in the case of this officer, in a little more than a year he had earned the rating of "Strong" and has maintained it ever since. Although most of his 'gency experience had been in paramilitary operations, he adapted quickly to the demands of his new assignment. His keenly developed sense of operational security, coupled with his clear understanding of the relationship between operations and intelligence, has made him a very fine officer and a valuable asset to IM. He has been under my supervision for 16 months and I have had ample opportunity to observe his performance under conditions of stress. He is even tempered and level headed. His mistakes are few and infrequent and these are usually of the clerical variety, not in matters of judgment. I continue to be impressed with his thoroughness in handling information; with the evidence of his coordination when the interests of more than one division are involved. Since operations have to be subnerged and the intelligence is the portion of the iceberg which shows to the intelligence community, the performance of the Watch Officers is of great importance. This factor becomes apparent when it is noted that about 80% of all cabled intelligence reports are disseminated by the Intelligence Watch. the Vatch Officers were commended by the Chief, FI Staff and the Chief, Europe Division for their performance during the President's trip to Western Furope. The simultaneous outbreak of crises in different parts of the world further added to the burdens of the Watch Office at that time. Mr. Hicks made a real contribution during that period and deserves the commendation personally in a high degree.

3. Prior to his assignment to the Intelligence Watch, Mr. Hicks served with WH Division and with the Cuban Operation. He has an extensive background in paremilitary operations both in the field and at headquarters. All of his Fitness Reports for the six years preceding his assignment to the Intelligence Watch have borne the overall rating of "strong." He has been described as "highly motivated" "sincere and capable." He has been further complimented as "working well with others and his knowledge and ability are respected." Other supervisors have described him as "serious, hard-working and dependable." His performance in his present assignment has demonstrated these same qualities. He has managed the transition from active operations to the life of a desk bound intelligence officer with ease. I recommend him with enthusiasm for promotion to GS-14.

Colword J. Carroll Edward J. Carroll Chief, FI/IN/IW

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24 October 1968

MENORANDUM FOR: SECRETARY, CSPS/SECTION A

SUBJECT: RECOMMENDATION FOR THE PROMOTION OF CALVIN W. HICKS (056361) TO GS-14

1. I RECOMMEND THE PROMOTION OF SUBJECT OFFICER FROM GS-13 TO GS-14. MR. HICKS HAS BEEN ASSIGNED TO THE INTELLIGENCE WATCH/FI STAFF SINCE JUNE 1967, WHERE HE SERVES ON A ROTATING SCHEDULE WITH SEVEN OTHER OFFICERS DOING IDENTICAL WORK; FIVE OF WHOM ARE CURRENTLY IN GRADE GS-14.

- 2. MR. HICKS HAS BEEN WITH I'V FOR ABOUT 16 NONTHS AND HIS WORK, BOTH QUANTITAVELY AND QUALITATIVELY, HAS BEEN CONSISTENTLY OF VERY HIGH CALIBER. NORMALLY SIX MONTHS ARE REQUIRED BEFORE AN OFFICER NEWLY ASSURED TO THE INTELLIGENCE WATCH 'S ABLE TO HANDLE A SHIFT BY HIMSELF. AT LEAST A YEAR IS USUALLY REQUIRED BEFORE A MAN CAN ADVANCE FROM "ADEQUATE" TO "PROFICIENT." AT PRESENT, MR. HICKS HAS ALREADY PROGRESSED TO THE RATING OF "STRONG." HE IS ALERT AND CONSCIENTIOUS AND HAS AN OPERATIONAL SENSE WHICH IS IN-VALUABLE IN THE HANDLING OF INTELLIGENCE. WITH HIS EXTENSIVE OPERATIONAL AND PARAMILITARY BACKGROUND, MR. HICKS HAS A FINE SENSE FOR THE RELATIONSHIP BETWEEN OPERATIONS AND ITS PRIMARY PRODUCT, THE CLANDESTINE SERVICES INTELLIGENCE REPORT. THIS OF-FIGER HAS BEEN UNDER MY SUPERVISION FOR 11 MONTHS AND DURING THAT PERIOD I HAVE HAD AMPLE OPPORTUNITY TO OBSERVE HIS CONDUCT UNDER CONDITIONS OF STRESS. HE IS EVEN TEMPERED AND LEVEL HEADED. HIS MISTAKES ARE FEW AND INFREQUENT. I AM PARTICULARLY IMPRESSED WITH HIS THOROUGHNESS IN HANDLING INFORMATION; WITH THE EVIDENCE OF THE COORDINATION WHICH HE SO OFTEN ATTEMPTS WITH SEVERAL AREA Divisions when necessary before disseminating a Report to the INTELLIGENCE COMMUNITY. Since the Intelligence information Re-PORT IS THE FACE THAT THE CLANDESTINE SERVICES SHOWS TO THE IN-TELLIGENCE ANALYST AND THE POLICY OFFICERS OF THE GOVERNMENT, THE PERFORMANCE OF THE WATCH OFFICERS IS OF GREAT IMPORTANCE. TH.S FACTOR BECOMES APPARENT WHEN ONE NOTES THAT ASOUT 80 PERCENT OF ALL CABLED INTELLIGENCE REPORTS ARE DISSEMINATED BY THE INTELLI-GENCE WATCH.
- 3. PRIOR TO HIS ASSIGNMENT TO THE INTELLIGENCE WATCH, MR. HICKS SERVED WITH WH DIVISION AND WITH THE CUBAN OPERATION. HE HAS AN EXTENSIVE BACKGROUND IN PARAMILITARY OPERATIONS BOTH IN

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> EDWARD J. CARROLL Cin SF, FI/INT/IW

ATTACHMENT

5 APRIL 1968

MEMORANDUM FOR: SECRETARY, CSPS/SECTION A

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- 2. ALTHOUGH MR. HICKS HAS BEEN WITH IW LESS THAN A YEAR, HIS WORK BOTH QUANTITATIVELY AND QUALITATIVELY IS OF VERY HIGH CALIBER. HE IS ALERT AND CONSCIENTIOUS AND NEVER TAKES THE EASY WAY OUT IN HANDLING CABLED FIELD INTELLIGENCE REPORTS. LOG CARDS WHICH RECORD THE ACTION TAKEN ON EACH REPORT INDICATE THE SERIOUS. NESS WITH WHICH HE APPROACHES HIS DAILY TASKS. THESE CARDS FREQUENTLY INDICATE TIME SPENT BY HIM IN CONSULTATION WITH AS MANY AS THREE AREA DIVISIONS ON OCCASION BEFORE ISSUING A REPORT WHICH WILL BE DISSEMINATED TO THE INTELLIGENCE COMMUNITY. THE EXERCISE OF GOOD JUDGMENT IS AN ESSENTIAL ELEMENT IN THE PROPER FUNCTION-ING OF THIS OFFICE, UPON WHICH THE AGENCY'S REPUTATION TO A CERTAIN EXTENT DEPENDS. SINCE THE FINISHED INTELLIGENCE INFORMA-TION REPORT IS THE FACE THAT THE CLANDESTINE SERVICES SHOWS TO THE INTELLIGENCE ANALYSTS AND THE POLICY OFFICERS OF THIS GOVERN-MENT, THE PERFORMANCE OF THE WATCH OFFICERS IS OF PARAMOUNT IMPORTANCE. THIS FACTOR BECOMES EXTREMELY OBVIOUS WHEN ONE NOTES THAT MORE THAN 80% OF ALL CABLED INTELLIGENCE REPORTS ARE DISSEM-INATED BY THE INTELLIGENCE WATCH.
- 3. PRIOR TO HIS ASSIGNMENT TO THE INTELLIGENCE WATCH, MR. HICKS SERVED WITH THE WH DIVISION AND WITH THE CUBAN OPERATION. HE HAS AN EXTENSIVE BACKGROUND IN PARAMILITARY OPERATIONS BOTH IN THE FIELD AND AT HEADQUARTERS. ALL OF HIS FITNESS REPORTS FOR THE SIX YEARS PRECEDING HIS ASSIGNMENT TO THE INTELLIGENCE WATCH HAVE BORNE THE OVERALL RATING OF "STRONG." HE HAS BEEN DESCRIBED AS "HIGHLY MOTIVATED, SINCERE AND CAPABLE." ALSO, "HE WORKS WELL WITH OTHERS AND HIS KNOWLEDGE AND ABILITY ARE RESPECTED." OTHER SUPERVISORS DURING THE YEARS IMMEDIATELY PRIOR TO THIS ASSIGNMENT HAVE DESCRIBED HIM AS "SERIOUS, HARD-WORKING AND DEPENDABLE." HIS PERFORMANCE IN HIS PRESENT ASSIGNMENT HAS

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PROMOTION RECOMMENDATION - CARVIN No HICRS (CONTINUED) PAGE 2

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EDWARD J: CARROLL CHIEF, FI/INT/IW

ATTACHMENT

I heartily endorse this recommendation that Mr. Hicks be promoted to GS-14. As his supervisor points out, Mr. Hicks, when he came to the Intelligence Watch, was essentially a querrilla warfare field operational officer. Positive intelligence information reporting and the handling of reports were new to him, and called for professional skills and other qualities radically different from those which most of his previous experience had brought into play. Yet in a relatively short time, Mr. Hicks has developed the skills required of a Watch Officer, and thanks to this and to other strengths has become one of the most valuable officers in the unit.

Wallace R. Deuel Chief FI/INT -

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24 OCTOBER 1968

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Convall CARROLL
CHIEF, FI/INT/IW

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ATTACHMENT

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Wallace R. Deuel Chief FI/INT

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7 April 1967

MEMORANDUM FOR: Calvin W. Hicks

VIA : WH/RMO

SUBJECT : Records Officer Appointment

- 1. In accordance with a request received from your component, you are hereby appointed a Records Officer in the Clandestine Services. Your functions are described, in summary, in CSI 43-1, Para. 4.b.(3). You have also participated in a training course in which these functions were reviewed in some detail.
- 2. The essence of your appointment is that you now occupy a position of trust in which you are expected to draw on your knowledge and experience to exercise responsible and sound judgment in building and maintaining a professionally useful records system in the Clandestine Services. You are, at the same time, expected to train and guide others within your component in these respects.
- 3. A copy of this memorandum will be placed in your official personnel folder.

PETER D. DYKE

DDP Records Management Officer

cc: Personnel File of Addressee

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28 August 1961

MEMORANDUM FOR: Secretary, CS/CS Panel (Section B)

SUBJECT

Recommendation for Promotion to Grade GS-13
- Mr. Calvin W. Hicks

- 1. It is recommended that Calvin W. Hicks be promoted from Grade GS-12 to Grade GS-13 in recognition of his outstanding performance as a member of JMATE Project.
- 2. Mr. Hicks was assigned to JMATE Project in October 1960 as an operations officer in the Paramilitary Section. His years of Agency experience and varied operational assignments enabled him to immediately take hold and perform the many functions required in the Paramilitary Operations Section in a most outstanding manner. This included recruitment, training, briefing, debriefing and in-exciltration of agents; supervision of the infiltration of supplies and bodies by air for the Paramilitary Operations Section; case officer for certain high level agents and their W/T operators inclide the target area. Mr. Hicks' maturity, common sense and varied experience enabled him to operate with the minimum of supervision. He trained certain agents in tradecraft, air and maritime reception, mapping, and guerrilla warfare with the result that those agents received the only completely successful air drops. In addition, some of these agents handled and trained by Mr. Hicks became our most trusted and important agenta, and a large measure of their willingness to go on after continued frustrations was due to their respect for, and trust and confidence in, Mr: Hicks.
- 3. Mr. Hicks has continuously demonstrated the ability to perform duties in a higher grade. He has the leadership, maturity, common sense, stability, and ability to make decisions and to operate with minimum supervision so necessary to senior officers in the Agency. He is aggressive and capable of fighting for his views; at the same time he will listen to advice and once a decision has been handed down, will give it his full support even though he might have opposed it before the decision was made.

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4. Mr. Hicks has been an Agency staff employee since August 1950 and was last promoted in November 1956. He is in every way fully qualified to perform the duties of a higher grade and has been doing so in an outstanding manner on JMATE Project. Therefore, it is strongly recommended that Mr. Hicks be promoted to Grade GS-13 at the earliest date.

J. C. KING Chief Western Hemisphere Division

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REQUEST F	OR PERSONNEL ACTIO	N	10° August 1961
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16 May 1955 MEMORANDUM FCR: The Record

SUBJECT

: Credit Reference for Mr. Calvin W. Hicks

1. Mr. Calvin W. Hicks has had the following history of employment with the Agency:

- a. August 1950 EOD Headquarters
- December 1950-April 1952 FE Division, stationed overseas
- c. April 1952-March 1954 OTR, Headquarters
- d. March 1954-May 1955 OTR, ISOLATION

During his time at Headquarters he was a student and did not establish credit. While overseas, his cover was that of a Department of the Army civilian, although he told casual friends that he had been recalled to active driv. From April 1952 to March 1954, he used a nominal cover of a Department of Defense civilian. He used the Commanding Officer of ISCIATION (as locally known) to establish credit there.

2. Mr. Micks will abide by the above story. Therefore, he should admit no affiliation with the Agency, and his employment with the Agency will be denied.

PERSONNEL OFFICER, OTR

CONCUR:

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FOR PURPOSES OF THE FAIR LABOR STANDARDS ACT, AS AMENDED.

EFFECTIVE DATE OF DESIGNATION: 01 MAY 1974.

HICKS CALVIN W

056361

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MPAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 920210 AND EXECUTIVE ORDER 11637 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A DCI DIRECTIVE DATED 8 OCTOBER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENTE 9 JANUARY 1972

NAME

NEW SALARY

HICKS CALVIN W

055361 32 500

822,487

"PAY ADJUST EXT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 90-216
PURSUANT TO AUTHORITY OF DCI AS PROVICED IN THE CIA ACT OF 1949,
AS A MENDEC, AND A DCI DIRECTIVE DATED 8 OCTOBER 1962,

EFFECTIVE DATE OF PAY ADJUSTMENTS & CCTOBER 1967

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EFFECTIVE DATE OF PAY ADJUSTMENTS TO JANUARY 1971

NAME SERIAL ORGY, FUNDS GR-STEP SALARY
HIGKS CALVIN W. 056361 32 500 V GS 13 6 320.721

"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 91-231 AND EXECUTIVE ORDER 11524 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A DCI DIRECTIVE DATED 8 OCTOBER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENT! 28 DECEMBER 1969

NAME SERIAL DRGN, FUNDS GR-STEP SALARY
HICKS CALVIN H 056361 32 500 V GS 13 6 \$19,555

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TRAY ADJUSTMENT IN ACCORDANCE ITH SECTION 212 OF DE 90-206 AND EXECUTIVE OF 1949, OFFICE THAT FOR THE CILLET OF 1949, OFFICE THE CILLET OF 1949, AND A CCI OTRECTIVE DATES & SCIENCES 1962"

EFFECTIVE DATE OF FEW ADJUSTMENTS 13 USEY 1989

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HICKS CALVIN

56361 32 500 V 65 13 5

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EFFECTIVE DATE OF PAY ADJUSTMENTS 14 JULY 1968

NAME SERIAL ORGN. FUNCS GRESTEP SALARY SALARY

HICKS CALVÍN W. 050301 32 500 V GS 13 5 \$15,307 \$10,329

"PAY ADJUSTMENT IN ACCORDANCE WITH THE PROVISIONS OF SECTION 5305 OF TITLE 5, U.S.C. AND EXECUTIVE ORDER 11739 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND DCI CIRECTIVE DATED OF OCCORER 1962."

EFFECTIVE DATE OF PAY ADJUSTMENT: 14 CCTCBER 1973

NAME

SERIAL ORGN. FUNDS GR-STEP

HICKS CALVIN N

O56361 32 400 V GS 13 8

\$25,500

"PAY ACTUSTMENT IN ACCORDANCE WITH 5 L.S.C. 5305 AND EXECUTIVE ORDER 11691 PURSUANT TO ALTHORITY OF DOTE AS PROVICED IN THE CIA ACT OF 1949; AS AMENUED, AND UCL DIRECTIVE DATED OF CCTOBER 1962."

EFFECTIVE DATE UP PAY ACJUSTMENT: 07 JANUARY 1973

NEW SERIAL ORGN. FUNDS GR-STEP SALARY
HICKS CÁLVIN W 056361 32 500 V GS 13 8 \$24,299

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EFFECTIVE DATE OF PAY ACJUSTMENT: 13 CCTCBER 1974

NAME

SERIAL ORGIN FUNDS GR-STEP

HICKS CALVIN H

056361 32 47) V CS 13 9 4 527,632

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MPAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDLLES OF PL 89-504 PURSUANT TO AUTHORITY OF DOLLAS PROVIDED IN THE CIA ACT OF 1949.

AS AMENCED, AND A-DOL DIRECTIVE DATED & COTOMER 1982.

EFFECTIVE DATE OF PAY AUJUSTMENTS 3 JULY 1986

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PURSUANT TO AUTHORITY OF CCT AS PROVIDED IN THE STA ACT OF 1949.

AS AMENTED. AND A-DOI POLICY DIRECTIVE DATED & OCTOBER 1942. EFFECTIVE DATE OF PAY ADJUSTMENTS 19 OCTOBER 1965

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IN ACCORDANCE WITH THE PROVISIONS OF PUBLIC LAW 87-793 AND DCT MEMORANDUM DATED 1 AUGUST 1986, SALARY IS ADJUSTED AS FOLLOWS, EFFECTIVE 5 JANUARY 1984.

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I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS OF AN ACCEPTABLE LEVEL OF COMPETENCE.

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/S/ EMMETT D. ECHOLS
DIRECTOR OF PERSONNEL

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FITNESS, REPORT	· · · · · · · · · · · · · · · · · · ·	
SECTION A GENERAL INFORMATION	1	
056361 HICKS, Catvin W.	TE OF STATE A. SEX S. GRADE &	. 95 D
7. OFFICIAL POSITION TITLE- 8. OFF. DIV. OR OF ASSIGNMENT 8. CI Watch Officer DDO/OFS/INT/IW	HCS X NOS	(ch one
TYPE OF APPOINTMENT	18. TIPE OF REPORT	 -
X CAREER RESERVE CONTRACT OTHER (SW) TEMPORARY	REASSIGN. X SPEC	IAL
13 President Series (April 1974 14 DATE REPORT OUT IN OIL 1974 31 October 1974		
SECTION 8 QUALIFICATIONS UPDATE		
IF QUALIFICATIONS UPDATE FORM IS BEING SUBMITTED WITH CHANGES, AND IS ATTACHED WORD ITS IN THE BOX TO THE BIGHT IF NO CHANGES ARE REQUIRED PLACE THE WORD		Úċ.
SECTION C PERFORMANCE EVALUATION		****
U-Unioristation Performance is unacceptable. A rating in this category requires immediate and pound could range from countries, to further training, to placing on probation, to resisting or processed in Section D. M-Mary and Performance is deficient in some aspects. The reasons for assigning this rating should	ent or to separation. Describe action	taker
P—Proficient Performance is satisfactory. Desired results are being produced in the manner expects S—Strong Performance is characterized by exceptional proficiency.		
O-Outstanding Performance is so exceptional in relation to recoverents of the work and in comparison work as to warrant special recognition.	to the performance of others doing	similor
SPECIFIC DUTIES		
		;
List up to six of the most important specific duties performed during the rating period. Insert rating fetter which be performs FACM specific duty. Corainer CNLY effectiveness in performance of that duty. All employees with super mer: oblicty to supervise (undicate number of employees supervised).		
strenge but hour (20,2) bold is the closest qualification code t		TING
OF A WATCH OFFICER) - Prepares TD disseminations from DDO int leases them to the U.S. Intel Community expediting their deliv	el cables and re-	S
electrical transmission when appropriate. Also disseminates c	ertain DIV/D cables.	, ,
SPECIFIC DUTY NO. 8	LET	TING
Reviews intel cables for adherence to established reporting pr	ocedures and	
operational security; when necessary deletes objectionable dat		S
SUPNATA and/or authentication statements.		
After hours grants or denies clearances (in consultation with	LET	TER
area division) for use of DDO information in finished intel pul		S ~
SPECIFIC DUTY NO. 4	RAT	ING.
Keeps current on the general and special requirements of both iternal Agency customers particularly when the information involuted protection of U.S. and foreign dignitaries, hijacking, etc.	nternal and ex-	S
specific pury no. s. Malactains good working relations not only with I	00 area divisions RAT	
and staffs but with Signal Center, Cable Secretariat at all lev	els to expedite	
the dissemination of significant reports; works closely with DD and SDOs to keep one another alert to significant events.		5
CICIFIC BUTY NO. 6		
	LETT	TER .
man to the first the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the control of the	Part of Salar State Control	i
OVERALL PERFORMANCE IN CURRENT POSITIO	1	
"a into account everything obout the employee which influences his effectiveness in his current position such as inductivity, conclust as (cb. societizaments) perfunent personal train of habits, and particular limitations on before	n. Based on Your knowledge	
f emplayee's averall be turnance buring the rating period, place the tense, in the rating box corresponding to the lattice his level of performance. 2 R	NOT 1275	

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SECTION D	·	NARRATIVE	COMMENTS	, · · · · · · · · · · · · · · · · · · ·		÷
Inflicate significant strangths or weaking						
tungerstions made to improvement of						
correct position. Amplify or explaining						
estra space is needed to complete Section						
During this report			erformance l	nas continued t	n be characteri	,
by exceptional profic	iency. Ť	he record is a	read/ repla	te of laudator	v comients	_
regarding his performa	ince not	only in IW but	in převióůs	assignments	Mr Hicke is	
retiring from the Ager	icy at th	e end of this	vear on a me	dical disabili	tv	_
Since his assignmen	t to IW.	.7 1/2 years ac	10. he has h	ad a medical h	old and	
because of his deep ro	ited moti	vation and stro	ong belief i	n the Agency's	mission, he	٠.
has held on tenacious?	y until	he reached the	age of 50.	In addition t	o being a very	
effective IW afficer t	nroughou	t these years,	Mr. Hicks h	as also perfor	med in a	
superior manner as a p	aramılıt	ary officer dur	ing the ear	ly years of hi	s career.	
Overseas and in Headqu	driers.	un hort ütekaa	.			,
We wish him Godspee years.	u, and o	ni near Mizuez	tor good ne	aith throughou	t the coming	
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SECTION E	CFI	TIFICATION AND	COMMENTS		, , ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,,	-
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04		RETIRED	* * *		, , , , , , , , , , , , , , , , , , , ,	
DATE	OFFICIAL T	TLE OF SUPERVISOR	17760	OR PRINTED NAME A	D DISNATURE	•
24 December 1974				224/1/1/2	~~~~	_
	, C/OPS	/INT/IW st		Joseph A. Proce	ecino	_
	·	2. BY EMPL		 	· · · · · · · · · · · · · · · · · · ·	_
STATEMENT CONCERNING THIS EV OF MY PERFORMANCE	ALUATION	DATE	FIGNA	TURE OF EMPLOYEE		
	ATTACHED	- ·		Calvin W. Hick:		
	, ,	3. BY REVIEWING		out vitte at , in tex.	*************	
CHMENTS OF REVIEWING OFFICIAL		J. DI KEVIEVIIA	3 OFFICIAL			-
,	•	1	*		•	
I concur with	n the rat	ing official's	comments.	Mr. Hicks turn	led in	
a creditable perfo	ormance d	luring his exter	nded tour or	the Operation	is	
Staff, and well de	serves h	is supervisor's	s "Strong" r	ating. We all		
hope that his year	s of ret	irement are rev	varding and	fruitful.		
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ATE	CFFICIAL TIT	LE OF ENTENME OFF	CLAL TO TAPED	PRINTED NAME AND	SEIGNATURE	-
1	C/OPS	/INT		loise R. Page	Lage	
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· · · · · · · · · · · · · · · · · · ·		ATE BY EMPEC		NATURE OF EMPLOYE	<u> </u>	4
I CERTIFY THAT I HAVE BEEN THE EN ALL SECTIONS OF THIS REPORT.	TE SE IN	Employee retir			E-	
	- بلم			her 1974		1
-	•	CLASSIFICAT		**************************************	-	
		CONFIDENTIAL			•	

		FITNE	SS REPORT		<u> </u>	· . · · ·
ECTION A			LINFORMATION	1. 5		
EMPLOYEE NUM				- N -		GRADE &
056 361		Calvin W.	Section 15	8. No		5-13
OFFICIÁL POBÍS Usták Mes			DDO / DDC / INT / TH		CURRENT STATION	10. H
Watch Off	<u> </u>	PPOINTHENT	DDO/OPS/INT/IW	The second second	HQS I s type op report	
	TYPE OF A	OTHER SEE	H. T.			1, 3
CAREER	RESERVE		TEMPORARY	ANNUAL	READEIGN. MENT	SPECIAL
Nov 72	ion (monto) - 30 September]	73	31 Octobe			
ECTION B	PARKEL ST	QUALIFICA	TIONS UPDATE	. No. 1	-25	
- QUALIFICATIONS	UPDATE FORM IS BEI					
ECTION C		PERFORMAN	CE EVALUATION	(2	n:)	
- thisatisfuctory	Performance, is unacceptat	ble. A rating in this care	gory requires enmediate	and positive i	emedial action. The natu	ire of the ou
	covid range from counseling or proposed in Section D.		placing an probation, I	o reassignment	or to separation. Descr	ibe action to
-Marginal	Performance is deficient in	some aspects. The reason	na for assigning this rati	ing should be	stated in Section D and	renedial acti
Proficient	takén or recommended shi Performance is satisfactory		ing produced in the man	الماسمور أور	*	•
Strong	Performance is characterizi			THE EXPERIENCE		
Outstanding	Performance la sa exception	na) in rélation to requien		comparison to	the performance of other	ers doing simi
	work as to warrant specia			·	<u></u>	
1		SPECIF	IC DUTIES			
forms EACH specific ir ability to supervisi	st Important specific duties p duty. Consider ONLY effect e undicate number of email	tiverias in performance of	that duty. All employees	s with supervise	ory responsibilities MUST	be reted on
	(Note: 10010 1					LETTE
	(ficer)Prepare					
	to the U.S. Inter ransmission when					S
ECIFIC DUTY NO.	<u> </u>	r abhrobriäce.	wien diesemius	res cert	ard Arala capie	
	cables for adh	nerence to esta	blished report	ing proc	edures and	LETTE
	security; when n					TA S
	tication statem			:	:	3
ECIFIC DUTÝ NO.	······································	· · · · · · · · · · · · · · · · · · ·		······································		RATIN
iter hours s	rants or denies	-				LETTE
rea division) for use of DD	O information	in finished in	tel publi	lcations.	S
CIFIC DUTY NO.						RATING
	on the general					LETTES
	customers part				s the security	· - S
d protectio	n of U.S. and f	oreign dignita	ries, hijacking	g, etc.		
			AL DOC	141 = 1 = :		RATING
CIPIC DUTY NO. 1			with DDO area d			C LETTER
intains góo	d working relat:		•		L	- 1 -
iintains góo th Signal C	enter, Cable Sec	cretariat at a	ll levels to ex			
intains góo th Signal C significan	enter, Cable Sectification	cretariat at a s closely with	ll levels to ex DDO Duty Offic			
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intains goo th Signal C significan other—alert cipic dury No.	enter, Cable Sect reports; works	cretariat at a s closely with evento. LL PERFORMANC	11 levels to ex DDO Duty Offic E IN CURRENT P	POSITION	SDOs to keep o	RATING
intains goo th Signal C significan other-alert ciric bury No.	enter, Cable Sect reports; works to significant	cretariat at a s closely with evento. LL PERFORMANC hich influences his effectivent personal train as babe	11 levels to end DDO Duty Office E IN CURRENT Penness in his current position, and porneylar limitation,	COSITION on such as perfores or tolents.	SDOs to keep o	RATING LETTER

CLASSIFICATION

	CLASSIFICATION	the territory of the second second
SECTION D	NARRATIVE COMME	NIS
Indicate Consticors strengths or weakne	sses demonstrated in current position keeping in pro	per perspective their relationship to averall performance. State
		g. Comment an foreign language competence, if required for
		stermining future personnel action: Manner of performance of
eatra spoce is needed to complete Section		urpment, and funds; must be commented on it epolicable. If
There has been no ch	nange in Mr. Hicks' performanc	e from the last reporting period.
It is still characteriz	ed by exceptional proficiency	He continues to display initiativ
	d judgment in the performance	of the duties assigned to an IW
officer.		
mr. Hicks has been w	ith the intelligence watch si	nce June 1967. A medical hold has
precluded any further of	verseas assignments and for t	his reason his tour in IN has been which time he plans to retire under
the Agency refilement s	vetem Throughout this namin	d he has continuously applied himsel
with diligence and enth	uslasm. Even after some prot	racted sick leave periods he has
returned ready to step	in and pick up where he left.	off which is the best proof of his
mastery of details and	the mechanics of dissemination	n, as well as his ability to adjust
to the stresses and str	ains resulting from this type	of assignment.
Since the inception	of his IW assignment he has b	orne the same responsibilities and
		-14 category and continues to per-
		f performance in 1972 he received a
held by his superiors.	n recognition and as proof of	the high esteem in which he is
Mr. Hicks' resourcef	ulness and ability to apply th	he myriad of reporting skills and
techniques has been clea	arly demonstrated in crisis si	ituations such as the recent
Chiléan political uphea	val and the current Near Easte	ern crisis. The presence of IN
officers such as Mr. Hic	cks enables the DDO to effect	electrical dissemination of the
high precedence traffic	to the Intelligence Community	in a matter of minutes on a 24-
hour-a-day basis	carries no supervisory respon	sibilities he gives all indications
SECTION E	CERTIFICATION AND COM	
1.	BY EMPLOYEE	
	THAT I HAVE SEEN SECTIONS A, B, C	AND D OF THIS REPORT
DATE	BIGNATURE OF EMPLOYEE	1111
23 October, 1973,	Calvin W. Hicks Calu	- W steps
2	BY SUPERVISOR	
-MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO	EMPLOYEE, GIVE EXPLANATION
50		
DATE	OFFICIAL TITLE OF SUPERVISOR	TEPED OR PRINTED NAME AND SIGNATURE
		1. Ohrens
23 October 1973	C/OPS/INT/IW	Joseph A. Procaccino
3.	BY REVIEWING OFFICIAL	<u> </u>
COMMENTS OF REVIEWING OFFICIAL		
T have sheamed	Mr. Hicks! norformance to wen	four constitution and
and concur with Mr. P	rocaccino's rating. His cont	ious capacities over the years
Watch has, I know, be	en substantial.	ribation to the intelligence
	· ,	
•		· i
	•	; , , , , , , , , , , , , , , , , , , ,
DATE .	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE
13 November 1973	C/OPS/INT	Eloisa Page
in macmost Tála	0/ 01 3/ 1/11	Lioise R. Page /

CLASSIFICATION

	Filled In)	
	EMPLOYEE SERIAL N	UMBER
FITNESS REPORT	056361	, , , , , , , , , , , , , , , , , , , ,
SECTION A G	ENERAL	٠,٢
Towns (Last) (First) (Middle)	2. DATE OF BIRTH, 3. SER 4. GRADE 5. SO	· . ·
Hicks, Calvin W.	8Nov 24 M GS-13 D	,
Watch Officer	DDP/FI/INT/IW HOS	
A CHECK IN TYPE OF APPOINTMENT	I TO CHECK (X) TYPE OF REPORT.	. 15 .
A LEMBOGANA .	INITIAL REASSIGNMENT	SUPÉRVISO
CANER-PROVISIONAL (See matructions - Section C)	X ANNUAL REASSIGNMENT	EMPLOYER
इंग्डियां में ए व्हिन्सियोह	SPECIAL (Specify):	: .
NE DATE REPORT DUE IN O.P.	12. REPORTING PERIOD (From- to-)	<i>',, . : '</i>
31 October 1972	1 Nov 71 - 31 Oct 72	. / 6
	GE EVALUATION	
eculd range from counseling, to further training, to per proposed in Section C.	ry requires immediate and positive remedial action. The nature of blacing on probation, to reassignment or to separation. Describe ac	tion taxen
M-Marginal Performance is deficient in some aspects. The reasons taken or recommended should be described.	for assigning this fating should be stated in Section C and remed	ial actions
Performance is satisfactory. Desired results are being	produced in the manner espected.	
Sering Performance is characterized by exceptional proficier		. ′ .
C-Outstanding Performance is so exceptional in relation to requireme work as to warrant recognition.	nts of the work and in comparison to the performance of others do	ing similar
· SPECII	FIC DUTIES	:
List of to six of the most important specific duties performed du marger in which employee periorms EACH specific cuty. Consid		
with supervisory responsibilities AUST be rated on their ability t	o supervise (indicate number of employees supervised).	· • •
securic cuty voca (Note: DDIO is the closest q		LETTER
of a Natch Officen) Prenares TD dissens for	rom Intel Cables and releases them	S
to the U.S. Intel Community for the CS expertmensmission when appropriate. Also dissem	diting their delivery by electrical	l
erenamas for much epition idea. Miso (dissem	s certain riyu cables.	RATING
Consults with area division officers, as necessity	ressary in his judgment regarding	LETTER
isseminability of the info and to ensure ac	dequate protection of sources and	S
etacds with minimum impairment to info read	ching policy devels	'
FECREIC DUTY NO. 3"		RATING
Reviews surdata and authentication statement	in intel cables and deletes any	LETTER
sesitive operational data before any distri		S
of the deleted portion within the DDP on a s	trict need to know basis.	
9801910 DUTY NO.4		RATING LETTER
Escas current on the general and special req	uirements of customer agencies	S
actualing the White House for cabled info, i	.e., into on narcotics, hijacking,	_
retection of U.S. and foreign dignitaries,	etc.	
ecomic cuty so.s = { fiter hours, grants clearances (in consultat	ion with responsible area division)	-RATING LETTER
or the use of dissemed CS information in fi	nished intel publications in a	
ammer denied by dissemination controls	mished files publications in a	S
recipio corrada Maintains good working relati	ons not only with GOP area divisions	RATING
mi staff, but with Signal Center and Cable	Secretariat at all levies to	LETTER
redite the dissem of significant reports:	works closely with CSDDs and SDDs to	s
eep one another alert to significant events		
OVERALL PERFORMANCE	E IN CURRENT POSITION . 05 3	
diameter and the second	///	RATING LETTON
this into account exertifiing about the emb axee writin highwoods on once of precific duties, that it with tendeut on foot coor		
articular limitations or falents. Based on your knowledge of en	iplayer's averall performance during the rating period,	S
Roce the letter in the rating box corresponding to the statement w	men most accurately retlects his level of performance.	Ì
	G 55.0 1	

SECRET

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Para and a second

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ISECTION C	NARRATIVE COMMENT	2 / / / / /
overall hertarmunce. State sugger on takeign language competence, i basis for determining future person in the use of personnel, single, by Section C'attack a separate shee	itions mode for improvement of work performent frequired for current position. Amplify or est and oction. <u>Manner of performance of models</u> upperent and funds, must be commented on it.	Econing in proper perspective their relationship to the Give recommendations for training. Comment alain ratings given in Section B to previde best was a supervisory divine and coils consciousness applicable. If extra space is nyelled to complete.
was granted a Quality in which he is held by Mr. Hicks' services because of DDP's incresecutity in the dissems trumental in referring tication statement and the source of the informations on the IW loseriousness in which Mreminding Divisional peneed to comply with the The exercise of good its dissemination to the functioning of this off reputation. With the retirement period, Mr. Hicks is no job. This together with	many reports when in the opin the manner in which the report mation if the report fell in up cards which record the action. Hicks approaches his daily tersonnel about the essential eleptocribed formated judgment in referring or consider intelligence Community is an ice and upon which depends to and reassignment of several IW with IW officer with the most this maturity of judgment and	d as proof of the high esteem ine Service. e during this reporting period of maintenance of operational ormation. Mr. Hicks has been into of IW officers, the authorized hands. Mr. Hicks taken on each report indicate the asks and his contributions in ements of good reporting and the ulting on an Intel Cable prior to essential element in the proper
the unit. The assignment carri	es no supervisory responsibilit	ties and does not require any
SECTION Gant demonstrati	on of cost forest the convic	NTS
l	BY CMPLOYEE	
	RTIFY THAT I HAVE SEEN SECTIONS A. B. AND	
16 October 1972	Calvin W.	Wiele Week
2.	BY SUPERVISOR	IIICKS
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EN	PLOYEE, GIVE EXPLANATION
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DATE	OFFICIAL TITLE OF SUPERVISOR	TY,RED OR PRINTED NAME AND SIGNATURE
16 October 1972	C/FI/INT/IW	Joseph A. Procaccino
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Reviewed by

	ON	

NARRATIVE COMMENTS.

Indicate stantificant strengths of weaknesses demonstrated in the properties of perspective their relationship to overall performance. State suggestions multipler Appendications for performance. Give recommendations for training. Comment on foreign language comperence, it realized by covered fastition. Amplify or explain ruthing given in Section B to provide best busis for determining future personnel will be. Manifer of performance of monagerial or supervisory duties and cost consciousness in the use of personnel water coupling for the personnel funds, must be commented on, it opplicable. If extra space is needed to complete Section C; attach a separate wheel of paper.

HAIL ROOM

THERE HAS BEEN NO CHANGE IN MR. HICKS! OVERALL PERFORMANCE FROM THE LAST RATING PERIOD . IT IS STILL CHARACTERIZED BY EXCEPTIONAL PROFICIENCY. HE CONTINUES TO BE A HIGHLY MOTIVATED, HARD-WORKING AND CEPENDABLE OFFICER.

Since Joining IW in June 1967 HE HAS SERVED ON A ROTATING SCHEDULE WITH SEVEN OTHER OFFICERS DOING IDENTICAL WORK, THREE OF WHOM ARE CURRENTLY IN GRADE GS-14 AND ONE IN GRADE GS-15. THERE HAVE BEEN AS MANY AS FIVE GS-14 OFFICERS SERVING AT THE SAME TIME AS MR. HICKS. HE HAS, THEREFORE'S BEEN PERFORMING DUTIES COMMENSURATE WITH A GRADE HIGHER THAN HIS PRESENT ONE.

HIS OUTGOING PERSONALITY AND EXTENSIVE KNOWLEDGE OF THE IW OPERATION HAS GAINED HIM THE CONFIDENCE AND RESPECT OF NOT ONLY HIS COLLEAGUES BUT ALSO OF THE NUMEROUS DIVI-SION REPRESENTATIVES WITH WHOM HE DEALS.

HE HAS NO SUPERVISORY DUTIES AND IS COST CONSCIOUS.

THERE HAS BEEN FREQUENT CONSULTATION WITH MR. HICKS CONCERNING THE PERFORMANCE OF

SECTION D	CERTIFICATION AND COMMENTS						
1.	BY EMPLOYEE						
	CERTIFY THAT I HAVE SEEN SECTIONS A. B. AI	ND C OF THIS REPORT					
DATE 31 DECEMBER 1970	SIGNATURE OF EMPLOYEE						
2.	BY SUPERVISOR						
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO	EMPLOYEE, GIVE EXPLANATION					
16 MONTHS							
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE					
31 DECEMBER 1970	Chief, Intelligence Watch	Joseph Cofireaccur					
3.	BY REVIEWING OFFICIAL	() JOSEPH A. PROCACCINO					
COMMENTS OF REVIEWING OFFICE	AL						

While I am physically separated from this officer and not in daily contact with him or his work, all secondary evidences are that this is a conservative but generally accurate evaluation.

OFFICIAL TITLE OF REVIEWING OFFICIAL 12 Jan 1971 C/FI/INT

SECRET

Thomas F. Thiele

	EMPLOYEE SERIAL	NUMBER
FITNESS REPORT	056361	
SECTION A GENERAL	1 , 1 , 17	: :
1- NAME (Last) (First) (Middle) (S. DATE OF BIRTH 3: SEX	4. GRADE 5. 5D	*
HICKS CALVIN W. S.NOV. 1924 M.	GS-13 D	<u> </u>
6. OFFICIAL POSITION TITLE	CURRENT STATIO	•
WATCH OFFICER DDP/FI/INT/IW	HEADQUARTERS	·
9. CHÉCH (N) TYPE OF APPOINTMENT		***
X CAREEN PROGRAVE TEMPORARY	REASSIGNMENT	·
CAREEN PROVISIONAL (See Instructions - Section C) X. ANNUAL SPECIAL (Specify):	REASSIGNMEN.	EMPLOYEE
SPECIAL (Specify):	-1·1	<u> </u>
[6] 마리아이아 아이 다른 아이들의 사람들은 그 아이들의 아이들의 사람들의 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그 사람들은 그		
31 JANUARY 1970 13 AUGUST - 31 DECEME SECTION B PERFORMANCE EVALUATION	BER 1909	
U-Unsatisfactory Performance is unacceptable. A rating in this category requires immediate and positive remed	hall got on. The matrix of	l sha maƙai
could range from counseling, to further training, to placing on probation, to reassignment or to	o separátion: Describe a	ction taken
ar proposed in Section C.		
M-Marginal Performance is deficient in some aspects. The reasons for assigning this rating should be stated taken or recommended should be described.	in Section C and reme	fial actions
P-Proficient Performance is satisfactory. Desired results are being produced in the manner expected.		
S-Strong Performance is characterized by exceptional proficiency.		
O-Outstanding Performance is so exceptional in relation to requirements of the work and in comparison to the p	performance of others do	ing similar
work as to warrant special recognition.	<u> </u>	
SPECIFIC DUTIES		
List up to six of the most important specific duties performed during the rating period. Insert rating manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performan with supervisory responsibilities MUST be rated on their ability to supervise (<i>indicate number at emp</i>	ce of that duty. All	scribes the employees
CHARLES GRADENES NOTE: THERE IS NOTHING IN THE CHECK LIST OF FUNCTIO	NS (CS1-20-24	HATING LETTER
WHICH ADEQUATELY COVERS MR. HICKS. THE CLOSEST IS REPORTS OFFICER (DD10). HIS SPECIFIC DUTIES ARE:	ACTIVITIES	
Spec. Duty No.1 Prepares TD disseminations from Cabled Field Inform		
BRESCHERMED A RELEASES THEM TO U.S. INTELLIGENCE COMMUNITY, EXPED DELIVERY BY ELECTRICAL TRANSMISSION WHEN APPROPRIATE.	ITING THEIR	HATING!
Spec. Duty No. 2 Releases JBHURRIED CABLES AS DISSEMINATIONS TO INTE	L.COMMUNITY,	
INTERPRETING BROAD FI/D INSTRUCTIONS ON VARIOUS CATEGORIES OF CABLE	S DISSEMINATED	P .
SPECIFIC DUTY NO. 7 CONSULTS WITH AREA DIVISION OFFICERS DURING OFF-DUT	Y HOURS, AS	RATING LETTER
NECESSARY, TO INSURE ADEQUATE PROTECTION OF SOURCES AND METHODS WIT	H MINIMUM	
IMPAIRMENT TO THE VALUE OF THE INFORMATION REACHING POLICY LEVELS.		5
PECIFIC DUTY NO. 4 ADVISES AND ASSISTS AREA DIVISION OFFICERS DURING OF	FF-DUTY HOURS	RATING LETTER
IN THE PREPARATION OF TO DISSEMINATIONS BASED ON INFORMATION OTHER	THAN THAT CON-	1 1
TAINED IN INCOMING CABLED FIELD INFORMATION REPORTS.	: .	P
PECIFIC DUTY NO. 3 SEEKS AND RESPONDS TO GUIDANCE CONCERNING THE MOST I SERVICING OF THE INTEL COMMUNITY, INCLUDING THE WHITE HOUSE SITUATION	EFFECTIVE	RATING LETTER
CLANDESTINE SERVICE-ACQUIRED INFORMATION AND PROVIDES AFTER-HOURS AL	ATTE ON DISM	İ
SEMINATION POLICY AND PROCEDURES TO THE CS/DO ON REQUEST.	SALCE ON DIS-	s
PECIFIC DUTY NO. 0 FACILITATES AND MAINTAINS GOOD WORKING RELATIONS WIT	TH CARLE	RATING
SECRETARIAT AND SIGNAL CENTER AT ALL LEVELS TO EXPEDITE DISSEMINATION		LETTER
ICANT REPORTS.		s
3 6 JAH 1970 A OVERALL PERFORMANCE IN CURRENT POSITION		
ake into account everything about the employee which influences his effectiveness in his current polarisace of specific duties, productivity, conduct on job, cooperativaness, pertinent personal trainstituter limitations or talents. Based on your knowledge of employee's overall performance durin lace the letter in the rating box corresponding to the statement which most accurately reflects his let	ts or habits, and g the rating period,	RATING LETTER S

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SECTION C

HARRATOS COMMENTS

tracce significant strengths of madkinesses demanstrated in comman partien keeping in proper perspective, their relation ship to exercise performance. State suggestions made for improvement activity are explain ratings given in Section B to provide best in the surface of perspective in Section B to provide best in the surface of perspective definition of luture personnel action. Manner of personnel of improvement of surface of personnel of improvement of surface of personnel of improvement of surface of personnel of improvement of surface of personnel of surface of personnel of surface of personnel of surface of personnel of surface of surface of surface of surface of surface of surface of surface of personnel of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of surface of sur

NR. HICKS! PERFORMANCE DURING THE 32 MENTHS UNDER MY SUPERVISION HAS CONTINUED AT THE SAME HIGH LEVEL NOTED IN HIS CAST FITNESS REPORTING HE EXERCISES GREAT CARE AND ATTENTION TO THE MULTITUDE OF DETAILS ENTAILED IN THE PROCESSING OF INTEL CABLES. HE WORAS WELL UNDER PRESSURE AND IS CONSENTED AND TACTFUL IN DEALING WITH DIVISIONAL PERSONNEL.

HIS TOUR IN IW WILL BE EXTENDED FOR WITTHER TWO YEARS. HIS CONTINUED PRESENCE IN IM WILL BE OF PRESERVE VALUE TO NEW OFFICERS WHO WILL BE JOINING THE INTELLIGENCE WATCH AS OTHERS ARE REASSIGNED OR RETURE.

I STRONGLY RECOMMEND THAT HE BE RECOMMEND FOR PROMOTION TO GS-14. THERE IS NO QUESTION THAT HE HAS BEEN PERFORMING AT THIS LEVEL FOR A CONSIDERABLE PERIOD OF TIME.

There has been frequent consultation with Mr. Hicks concerning his performance of his duties. He has no supervisory duties and is cost-conscious.

SECTION D	CERTIFICATION AND COMM	ENTS
1	SY ENTLOYEE	
	CERTIFY THAT I HAVE SEEN SECTIONS A. B. AN	D C-OF THIS REPORT
JANUARY 1970	SIGNATURE OF EMPLOYEE	
	BY SUPERVISOR	
COLTES EMPLOYEE HAS BEEN	IP THIS REPORT HAS NOT BE SWINNEYN TO E	MPLOYEE, GIVE EXPLANATION
3₺ мо.		
SATE	CHAICIAL TILE OF SUPERINCE	TYPED OR PRINTED NAME AND SIGNATURE
JANUARY 1970	CHIEF/INTELLISENCE WATCH	pipe Chromin
3.	BY REVIEWING CEFICIAL	/ JOSEPH A. PROCACCINO
CAMPS ATE OF DEVICENIA AFFEC		

I do not know Mr. Hicks well having been assigned to the FI staff only a relatively short period of time, plus the fact that direct contacts with officers of the Intelligence watch are not always frequent owing to their schedules. I would concur however in the rating and marrative comments above in view of my knowledge of the expervisors.

29 Jamuary 1970 Deputy Chief, The Street Street Villemarette

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					EMPLOYEE SERIAL	MILIMAN P
	FITI	LESS REPORT			056361	
SECTION A	1 3.5		NERAL			
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HICK		N W.	8 NOV. 1924)
'*•	TTLE		라 : 127 L.4.	SSIGNMENT	HEADQUARTERS	•
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· · · · · · · · · · · · · · · · · · ·	MAL (See Instruction		ANNUAL	6	#E 43510WUEN	
SPECIAL (Specify):			SPECIAL (Spec	Hŷ)ı		
IT. DATE REPORT DUE-II	1.O.P.		12. REPORTING PERI	OD (Frum- 14	>-)	•
			1 Jan 1969	- 12 Aug	1369	5 1
SECTION B	·		E EVALUATION			
W. Week Performance ranges from wholly inadequate to slightly less than satisfactory. A rating in this category requires positive remedial action. The nature of the action could range from counseling, to farther training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C. Performance meets all requirements. It is entirely satisfactory and is characterized mether by deficiency nor excellence. Performance is more than satisfactory. Desired results are being produced in a proficient manner. S. Strong Performance is characterized by exceptional proficiency.						ency nor
O - <u>Quistanding</u> Perfor others	manco is so except doing similar work	land in relation to rec as to warrant special	recognition.	and in comp	erisen to the perform	nance of
		SPECIF	IC, DUTIES		, 	
List up to six of the most important specific duties performed during the rating period. Insert rating letter which beet describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employee with supervisory responsibilities MUST be rated on their ability to supervise (Indicate number of employees supervised). SECCIPIC DUTY NO. 1 PREPARES TO DISSEMINATIONS FROM CABLED FIELD INFORMATION REPORTS LETTER AND RELEASES THEM TO THE U.S. INTELLIGENCE COMPUNITY FOR THE CLANDESTINE SER- VICE, EXPEDITING THEIR DELIVERY BY ELECTRICAL TRANSMISSION WHEN APPROPRIATE.						RATING LETTER
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NARRATIVE COMMENTS

Indicate significant strengths or meaknesses demanistrated in current position keeping in proper perspective their relationship to averall performance. State suggestions made for improvement of work performance, Give recommendations for training. Comments on foreign language competence, if required for current position. Amplify or explain ratings given in Section B to provide best basis for determining future personnel action. Manage of performance of managerial or supervisory duties and cost consciousness in the use of personnel, space, education and funds, must be commented on, if applicable. If ourse space is needed to complete Section G, attach a separate sheet of paper.

MR. HICKS HAS BEEN A WATCH OFFICER IN IW FOR NURE THAN THE DARS AND IS A DEPENDABLE AND THOROUGHLY RELIABLE MEMBER OF THE TEAM. HE HAS A FINE OPERATIONAL BACKGROUND AND A REEN SENSE OF SECURITY. HIS JUDGMENT, IS VERY SOUND AND HE FAR EXCEED THE DEMANDS OF HIS POSITION IN THE EXTENT OF HIS COORDINATION WITH THE AREA DIVISIONS ON MATTERS WHERE HE FEELS THAT DIVISION JUDGMENT SHOULD BE BROUGHT TO BEAR ON AN INTELL CABLE. HE IS NETICULOUSLY CORRECT IN HIS APPROACH TO HIS DUTIES AND KNOWS HOW TO BALANCE CUSTOMER NEED FOR ENLIGHTENMENT ON SOURCES TO THE AGENCY'S REQUIREMENTS FOR SOURCE PROTECTION. HE STANDS UP WELL UNDER PRESSURE, IS COOPERATIVE AND CONGENIAL. HE HAS BEEN RECOMMENDED FOR PROMOTION TO GS-14 THREE TIMES DURING HIS TOUR IN IW AND IT IS REGRETTABLE THAT IT HAS NOT BEEN POSSIBLE TO PROMOTE HIM. HIS PERFORMANCE IS SIMILAR TO THAT OF HIS COLLEAGUES WHO ARE IN GRADE GS-14. NEITHER COST CONSCIOUSNESS NOR SUPERVISION IS A FACTOR IN HIS PERFORMANCE.

SECTION D	CERTIFICATION AND COM	MENTS			
1,,**	BY EMPLOYEE				
	CERTIFY THAT I HAVE SEEN SECTIONS A. B.	AND C OF THIS REPORT			
DATE	SIGNATURE OF EMPLOYEE	1 1/1			
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2.	BY SUPERVISOR				
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION			
21					
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE			
12 august 1949	CHIEF FI/INT/IW	ENWARD I PARROLL			
3.	BY REVIEWING OFFICIAL				
COMMENTS OF REVIEWING OFFICE	IAL				
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DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE			
13 August 1969	Chief, FI/INT	T. L. Fever			

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6. OFFICIAL POSITION TITLE	7. OFFIDIVIBRIOF ASSIGNMENT & CURRENT STA	TION .			
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9. CHECK (X) TYPE OF APPOINTMENT	10 CHECK (X) TYPE OF REPORT	<u> </u>			
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SECTION B PERFORMA	NCE EVALUATION	•			
positive remedial action. The nature of the probation, to reassignment or to separation. A - Adoquate Performance meets all requirements. It is a	to slightly less than satisfactory. A rating in this co action could range from counseling, to luther training. Describe action taken or proposed in Section C. intirely satisfactory and is characterized neither by d	g, to placing on			
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P - <u>Proficient</u> Performance is more than satisfactory. Des S - <u>Strong</u> Performance is characterized by exceptional	ired results are being produced in a proficient manner Laroficiones	• •			
	requirements of the work and in comparison to the pe	rformance of			
	CIFIC DUTIES				
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY affectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (Indicate number of employees supervised). SPECIFIC DUTY NO. 1 The supervision of their supervised in the supervised (Indicate number of employees supervised).					
and releases them to the U.C. intelligence community for the Clandestine Service, expediting their delivery by electrical transmission when appropriate ()					
community, interpreting broad instruction cables disseminated.	es disseminations to the intelligences from TI/D on various categories o	e PATING LETTER			
PECIFIC DUTY NO. 3 Conculta with area distaton	officers during off-duty hours, as	RATING			
necessary, to insure adequate protection impairment to the value of the information	of scurces and methods with minimum	S			
PECIFIC DUTY NO. 4 Advices and assists area d	ivision officers during off-duty ho	RATING			
in the preparation of TD disseminations based on information other than that contained in incoming cabled field reports.					
PECIFIC DUTY NO. 5 Seeks and reconds to mice	nce concerning the most offeatine	RATING			
servicing of the intelligence community, including the white House Situation Foom, with Clandestine Service-acquired information and provides after-hours					
RATING					
racilitates and maintains good working relations with Cable					
Secretariat and Signal Center at all levels to expedite dissemination of significant reports.					
X / OVERALL PERFORMANCE IN CURRENT POSITION					
	4, 1	RATING			
ake into account everything about the employee which influence ormance of specific duties, productivity, conduct on job, con retleular limitations or talents. Based on your knowledge of ace the letter in the rating box corresponding to the statement	operativeness, pertinent personal traits or habits, an employee's overall performance during the rating pe	d S			
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SECTION C		NARRATIVE COMM	ENTS
reliable and of problem of the knows equally is coope	indica: Stole segre- proper competence; remaining future personal personal separate she Hicks has be member of the nse of operat dement on dis en cases end the reader an how to balan important den	estions made for improvement of work per increase in manufaction. Amplify considered the current position. Amplify considered to the constant of the for almost 2 years of paper. An with IV for almost 2 years team. He brings to his witched security which is of semination matters. He has is imaginative in his approach the opposite extreme of lace the customer demand for ands for source protection. English with his colleagues	tion keeping in proper perspective their relationship to ormance. Give recommendations for training. Comment or explain ratings given in Section B to provide best spaced or supervisory duties and cost consciousness of the provide best spaced or supervisory duties and cost consciousness of the provide best spaced or supervisory duties and the provide best spaced or supervisory duties and the provide best spaced or supervisory duties and the provide best spaced or supervisory duties and the complete of the spaced or supervisory duties and the provide best spaced or spaced or spaced or supervisor or property or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or spaced or
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L		BY REVIEWING OFFIC	IAL:
judgm the p	ent of the superformance of ots as I have	his report primerily on the pervisor, as I have had no c individual officers in the	basis of my confidence in the opportunity to evaluate closely Intelligence !atch. Such direct weed to confirm the overall rating ming at the GS-14 level.
ATE		OFFICIAL TITLE OF REVIEWING OFFICE	TYPED OR PRINTED NAME AND SIGNATURE
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S-Strong	Perfo	mance is c	haracterized	by ex	ceptional 'p	proficienc	i.			-		
O-Outstanding						quirement	of the	work and in com	parison to 1	the performance	of others	doing similar.
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SECTION C	NARRATIVE	COMMENTS	
Indicate significant strengths or overall performance. State sugges on foreign language competence, basis for determining future person in the use of personnel space, and Section C attach a separate sheet PERFORMANCE. HE EXERCIBLES HE IS ALE PLEASANT II: DEALING WI BECAUSE OF HIS CONS MR. HICKS HAS BEEN MOS OF THE INTEL CABLES, PUMICH MAY PRESENT A SEOF THE INFORMATION. MR. HICKS HAS BEEN FORMANCE HAS BEEN CONS	weaknesses demonstrated in current positions made for improvement of wo frequired for current position. A miner of performance with the common part of poper, MR; HICKS CONT. ISES A VERY HIGH DEGREE OF ALL LEVELS TANT AWARENESS THAT CS. THE PEOPLE OF ALL LEVELS TANT AWARENESS THAT CS. THE FECTIVE IN MAINTAIN ARTICULARLY THE AUTHEN CURITY HAZARD TO THE SO WITH THE INTELLIGENCE WITH THE INTELLIGENCE VISTENTLY CHARACTERIZED	AT POSITION RESPING IN PROPER PERSPECTIVE A PERFORMANCE. Give recommendations to appet the performance. Give recommendations to appet the performance of managerial or supervisionly duties and ried on it applicable. If extra space is inces. To TURN IN AN EXCELLENGE OF PROFESSIONAL JUDGMENT: I ONG-WILLED, AND STRAIGHTFORWAS. REPORTS MAY FALL IN UNAUTHOUSING SECURITY DISCIPLINE IN TICATION STATEMENTS TO INSURTING TO MANAGERIA IN CONTROL OF THE DURCE, IS OMITTED FROM THE DIVATCH SINCE JUNE 1967. HIS BY EXCEPTIONAL PROFICIENCY.	PRIZED HANDS, THE REVIEW E THAT ANY DATE OVERALL PER- HE HAS FOR
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SECTION D	CERTIFICATION AN		
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2.	BY SUPERV		
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DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AN	ID SIGNATURE
28 OCTOBER 1971	C/FI/INT/IW	SOSEPH A. PROCACO	INO
3.	BY REVIEWING O	FFICIAL	
OMMENTS OF REVIEWING OFFICIAL			
I fully endc	rse the ratings and	the narrative. We sha	11
continue to try to	promote Mr. Hicks	in recognition of his	

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ability and of his service.

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CALVIN HICKS, SECTION C CONTINUED

WITH PEOPLE AT ALL LEVELS IN EXPEDITING THE DISSEMINATION OF INTEL CABLES ON A 24-HOUR BASIS.

THE ASSIGNMENT CARRIES NO SUPERVISORY RESPONSIBILITIES AND DOES NOT REQUIRE ANY SIGNIFICANT DEMONSTRATION OF COST CONSCIOUSNESS.

THERE AND SIGNIFICANT CONSULTATIONS WITH MR. HICKS CONCERNING THE PERFORMANCE OF HIS DUTIES.

JOSEPH A. PROCACCINO CHIEF/INTELLIGENCE WATCH

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	EMPLOYEE SERIAL I	NUMBER
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. CHECK (X) TYPE OF APPOINTMENT	10. CHECK (X) TYPE OF REPORT	
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positive remedial action. The nature of the ac probation, to reassignment or to separation.	slightly less than satisfactory. A rating in this catego tion could range from counseling, to further training, to Describe action taken or proposed in Section C. Iroly satisfactory and is characterized neither by deficie	placing on
P - Proficient Performance is more than saitsfactory. Desire	ed results are being produced in a proficient manner.	•
S'- Strong Performance is characterized by exceptional p		
O - <u>Quistanding</u> Performance is so exceptional in relation to re others doing similar work as to warrant specia		ionce of
	FIC DUTIES	
ist up to six of the most important specific duties performed du Janner in which employee performs EACH specific duty: "Consid- ith supervisory responsibilities MUST be reted on their ability, t	or ONLY effectiveness in performance of that duty. All	scribes the employees
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COMMUNITY, INTERPRETING BROAD INSTRUCTIONS CABLES DISSEMINATED.		P.
PECIFIC DUTY, NO. 3		RATING
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NECESSARY, TO INSURE ADEQUATE PROTECTION OF IMPAIRMENT TO THE VALUE OF THE INFORMATION		s
PECIFIC DUTY NO. 4 ADVISES AND ASSISTS AND ASSISTS	ISION OFFICERS DURING OFF-DUTY HOURS	RATING LETTER
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SECTION C

NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in custent position harping in proper perspective their relationship to overall performance. State nuggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain rollings given in Section B to provide best basis for determining future personnel action. Manner of performance of monagerial or supervisory duries and cost consciousness in the use of personnel space, equipment and funds, must be commented on it applicable. He erra space is needed to complete Section C, attach a separate shoet of paper.

Nov 7 1 41 PH '68

Mr. HICKS HAS COMPLETED HIS APPRENTICESHIP AND ADVANCED BY GRADUAL STAGES FROM ADEQUATE TO PROFICIENT TO THE POINT WHERE HIS OVERALL MARRONANCE HUST BE DESCRIBED. AS STRONG HE BRINGS TO HIS WORK A FINE OPERATIONAL AND PARAMILITARY BACKGROUND AND HE HAS ADJUSTED QUICKLY AND EFFECTIVELY FROM THE OUTDOOR ACTIVE LIFE TO THE DIF-DISSEMINATIONS WHICH OFTEN INVOLVE TWO OR MORE AREA DIVISIONS. HE IS ALERT TO OFE-RATIONAL DETAILS WHICH OCCASIONALLY SLIP, INTO THE INTELLIGENCE PORTIONS OF CABLED TRAFFIC. Mr. HICKS IS A REAL PROFESSIONAL IN THE BEST, SENSE OF THE WORD. HE IS CAREFUL, THOROUGH, AND VERY PERSISTENT IN MAKING CERTAIN THAT INTELLIGENCE IS HANDLED CORRECTLY. HE IS COURTEOUS AND PATIENT IN DEALING WITH PEOPLE. HE STANDS UP WELL UNDER PRESSURE AND IS COMPLETELY DEPENDABLE.

NEITHER COST CONSCIOUSNESS NOR SUPERVISORY RESPONSIBILITIES IS INVOLVED IN MR. HICKS PRESENT POSITION.

	ON D	CERTIFICATION AND COMM	ENT\$
1.		BY EMPLOYEE	
	10	ERTIFY THAT I HAVE SEEN SECTIONS A, B, AA	ID C OF THIS REPORT
DATE	24 Остовен 1968	SIGNATURE OF EMPLOYEE	et.
2.		BY SUPERVISOR	
	EMPLOYEE HAS BEEN MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO E	EMPLOYEE, GIVE EXPLANATION
	11		• •
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	24 October 1968	CHIEF, FI/INT/IW	Esward Vilarcull
3.		BY REVIEWING OFFICIAL	
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SECTION C NARRATIVE COMMENTS

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WALLACE R. DEUEL

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TRAINING REPORT

(3-69)

MANAGERIAL GRID SEMINAR (50 hours)

DATES: 2-7 February 1969

Student

Calvin W. Hicks

Cffice

PI

Year of Birth: 1924

Service Designation:

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Grade

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No. of Students

43

ECD Date :

July 1958

COURSE OBJECTIVES AND METHOD

Course objectives are to aid participants to: learn the managerial theories contained in the Grid; understand their personal managerial styles in Grid terms; evaluate convictions about managerial values; develop team action skills; increase candidness of communication; strengthen the use of critique for problem-solving and learning; and acquire an appreciation of Organization Culture and Development.

The method of learning offers a challenge to all participants regardless of level or experience. A Grid Seminar is not "taught" in the usual sense. In Grid teams, participants solve complex management problems. Objective solutions are made available. Individual and team performance is repeatedly assessed. Various measuring instruments are used to evaluate effectiveness.

Critique sessions assist each participant to understand how he might change his own behavior to increase his problem-solving effectiveness. Thus managers are not told the best way to manage, but they learn by convincing themselves.

About twenty to thirty hours of study are completed as prework. Insights gained are deepened and personalized during the intensive 50-hour Seminar.

ACHIEVEMENT RECORD

This is a certificate of attendance only. No attempt was made to evaluate student achievement in this course.

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SECTION'C

NARRATIVE COMMENTS

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NOTE: This report covers the period from 10 August 1960 to 7 Desk. This report is being submitted because of reassignment of the rating officer.

Although Mr. Hicks is an experienced officer with strong qualifications and abilities, it should be noted that some aspects of his present job were a new experience for him, since his past experience has been entirely in the PM field. However, Mr. Hicks adapted well and quickly to the new environment, showed a great deal of initiative and resourcefulness in familiarizing himself with the work, and by bringing sound operational and administrative experience to bear, carried out his duties in a thoroughly competent manner. He demonstrated uncommon ability to organize his work, anticipate problems or requirements, and take effective action promptly. In dealings with his associates he exercised a good balance of persuasiveness and friendliness which paid dividends in terms of getting a job done. He can be relied on absolutely to carry out a given task promptly and well.

I would welcome any occasion which permitted Mr. Hicks to work with me again.

SECTION D	CERTIFICATION AND C	OMMENTS
l.	BY EMPLOYEE	
	I CERTIFY THAT I HAVE SEEN SECTIONS A.	B, AND C OF THIS REPORT
DATE 19 jun 1967	Calvin W. Hicks	Calic washing
2	BY SUPERVISOR	
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IP THIS REPORT HAS NOT BEEN SHOWN	TO EMPLOYEE, GIVE EXPLANATION
# 5·	·	
DATE .	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
17 Jan. 67	Chief, WH/3/C	David Smock
3. //	BY REVIEWING OFFIC	
COUMENTS OF REVIEWING OFFICE	1 4 4	

Mr. Hicks is a mature and thoughtful individual who made the switch from PM to FI activities at his own volition. He was originally scheduled for a field assignment to a WH Station in the fall of 1966, but for medical reasons will probably be staying at Headquarters for some time. While this restriction may limit his ability to get that feel for FI field operations which a Headquarters desk officer should have, he has previous field experience in a PM capacity to compensate for this.

OFFICIAL TITLE OF REVIEWING OFFICIAL TYPAD OR PRINTED NAME AND SIGNATURE Jonathan G. Hanke Deputy Chief, WH/3 24 January 1967

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FITNESS REPORT						OS6361	
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SECTION A			GENERA				
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6. OFFICIAL POSITION TITLE					ASSIGNMENT & CURRENT STATIC		
Ops Officer				DDP/WH/C Wash., D.C.			
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CAREER-PROVISIONAL (See instructions - Section C) X ANNUAL Y REASSIGNME SPECIAL (Specify): SPECIAL (Specify):							
11. DATE REPORT DUE IN O.P. 12. REPORTING PERIOD (From- 10-)						·	
31 January 1966				1 January 1965 - 31 December 1965			
SECTION B PERFORMANCE EVALUATION							
W - Wook Performance ranges from wholly inadequate to slightly less than satisfactory. A rating in this category requires positive remedial action. The nature of the action could name from counsaling, to further maining, to placing an probation, to reassignment or to separation. Describe action taken or proposed in Section C. A - Adequate Performance meets all requirements. It is entirely satisfactory and is characterized neither by deficiency nor							
excellence.							
P - Proficient - Performance is more than satisfactory. Desired results are being produced in a proficient manner.							
S. Strong Performance is characterized by exceptional proficiency.							
O - <u>Quistanding</u> Performance is so exceptional in elation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.							
	, ., .	SPEC	IFIC DU	TIES			
monner in which e	mplayee performs EAC	H specific duty. Cons	ider ONL	effectiveness	Insert rating letter which best d in performance of that duty. A number of employees supervised.		
SPECIFIC DUTY NO. 1						RATING	
Chief of Paramilitary Section in the Miami Operations Branch							
of WH/Cuba and senior Headquarters Case Officer on all PM opera-						S	
tions conducted by the Miami Station.						RATING	
Reviews all PM and Maritime operational plans submitted for						LETTER	
approval by the Miami Station and recommends approval, changes						S.	
or disapproval.							
SPECIFIC DUTY NO. 8						RATING	
Prepares Agency papers requesting Special Group (303 Committee)						р	
approval of PM operations.						-	
SPECIFIC DUTY NO. 4						RATING	
Briefs senior officials on status of PM plans, capabilities and operations with respect to Cuba.						р	
SPECIFIC DUTY NO	·					RATING	
Participates in technical planning by various Agency groups to						LETTER	
provide technical guidance to Miami Station.						S	
SPECIFIC DUTY NO. 6						RATING	
Works closely with Paramilitary and Maritime Branches of Miami Station on all problems regarding the PM effort directed against						P	
OVERALL PERFORMANCE IN CURRENT POSITION							
						RATING	
ake into account everything about the employee which influences his effectiveness in his current position such as per- formance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or hobits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, loce the letter in the rating box corresponding to the statement which most occurately reflects his level of performance.						1 1	
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SECTION C NAPPATIVE COMMENTS Indicate significant strongths or weaknesses demonstrated in curtent position Meding in proper perspective their relationship to overall performance. Site suggestions made for improvement of work performance. Give recommendations for training, . Comment on foreign language competence, it required for current position. Amplify or explain ratings given in Section B to provide best determining future personnel action. Manner of performance of managerial or supervisory duties must be described, if NOTE: Subject spent full time on Spanish language training from 1 Sept through 21 December 1965. MAIL ROGH NOTE: The difference in the letter rating between this report and the preceding fitness report does not reflect in any way on Subject's performance but is due rather to a different rating scale used by the originators. Subject turned in an excellent all-around performance as Chief of the Headquarters Paramilitary Section supporting Miami Station operation He strives hard to do a good job and is most anxious to please his superiors. He is aggressive and conscientious in carrying out his functions; strong-willed and persistent in seeking to achieve his goals; straightforward but pleasant in dealing with colleagues and other Government officials; determined in resisting encroachments in his area of authority: and finally he is motivated by strong patriotic ideals. He is well-informed and competent in paramilitary operations with a particular gift for ferroting out technical improvements and innovations, and bringing them to bear on operations. Finally, Subject adapts smoothly and efficiently to operational and policy changes affecting his programs. (see Continuation Sheet) SECTION D CERTIFICATION AND COMMENTS 21 EMPLOYEE I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT BY SUPERVISOR MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION F THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION OFFICIAL TITLE OF SUPERVISOR Walter T/CANKELL 28 January 1966 C/WH/C/MO. BY REVIEWING OFFICIAL

COMMENTS OF REVIEWING OFFICIAL

This officer is serious, hard working and dependable. Through a pleasant personality he commands the respect of his co-workers. Mr. Hicks is an unusually well qualified and competent officer, and is especially effective in the paramilitary field.

28 January 1966 ADC/WH/C John T. Flynn

Continuation Sheet

FITNESS REPORT

HICKS, Calvin

Section C (continued)

Subject has no significant weaknesses although there is still some room for improvement in making concise oral and written presentations. On every occasion, Subject has proven to be sound and wise in considering costs.

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SECTION C

NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to overall performance. State suggestions made for improvement of work performance. Give recommendations for training. Commen on foreign language competence, if required for current position. Amplify or explain rating properties in frequent basis for determining future personnel action. Manner of performance of managerial or supervises surresponse by a secretary in personnel action.

MOUN, AIRM

Mr. Hicks' primary responsibility has been to provide Headquarters support and guidance for the PM activities directed by the Miami Station against the Cuban target. Mr. Hicks has shown a high degree of professional judgment in carrying out his duties, and his judgment is respected by senior officials who are required to submit the PM programs for high-level approval. During operational phases of the PM programs, Mr. Hicks is frequently required to be on call to act on emergency situations on a 24-hour basis. He has accepted this responsibility willingly. He has consistently taken the initiative in investigating technical developments which might provide assistance to the Station in the conduct of PM operations. He now supervises two professional and two clerical employees in his Section and runs his unit smoothly with no discernible friction. He does a experience has been predominantly in the PM field, he has acquired FI experience in the last two years because of the unique nature of Cuban PM (FI) operations. In his consideration of budgetary matters, he has demonstrated an understanding of the need to curtail expenses. where feasible. I would be glad to have Mr. Hicks work with me at any future time.

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SECTION D	CERTIFICATION AND COMM	ENTS
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1-19-65	Chief, WH/SA, Wiami Operations Branch	John S. Tilton
3.	BY REVIEWING OFFICIAL	
COMMENTS OF REVIEWING OFFICE	AL.	

Concur. Though I have reservations as to characterizing this officer as "Strong," (in point of intrinsic ability when compared to others who are clearly strong performers) such reservations are vague and impressionistic and not related to the actual performance and period to which this report is addressed.

15 February 1965 Under Deputy Chief, WH(SA)

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SECTION C

SECTION D

NARRATIVE COMMENTS

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Yr. Hicks' personal experience and long association with paramilitary operations give him high competence in this type of activity. Personnel who have official business with Mr. Hicks respect his knowledge and ability in this field. He assumes responsibility and can be counted on to get a job done with minimum supervision. When required, he works irregular hours without complaint. His review of operational plans submitted by the field is prompt, complete and professional. Mr. Hicks exerts maximum economy in the use of funds, equipment and personnel. He is consistently cooperative, even tempered and patient in the face of frustrations inherent in this type of work. He has established an excellent working relationship with his opposite numbers in the field.

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CERTIFICATION AND COMMENTS

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FORM 45 OBSOLETE PREVIOUS EDITIONS

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SECTION C

NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to everall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain retings given in Section B to provide best basis for determining future personnel action. Manner of performance of managerial or supervisory duties must be described, if applicable.

Mr. Hicks has an exceptional knowledge of and experience with the problems involved in the conduct and support of covert PM operations. He has shown a high degree of initiative in providing the training and other support required and in preparing material for staff presentation to higher echelons. His attention to detail is a strength in accomplishing his duties but he must try harder to overcome a tendency for too much detail in his staff communications, oral and written. His written work in particular shows a weakness in synthesizing which it is believed could be overcome by available courses of training. Mr. Hicks has also reached the point where he must broaden his outlook as to the wider political and operational implications of PM operations. To this end, it is intended that Mr. Hicks will attend the Inter-Agency Counterinsurgency Course in the near future. Under an experienced Chief of Operations, Mr. Hicks could handle PM operations at most Field Stations; in a major operation such as Viet Nam or Cuba, he could adequately handle a large segment such as PM Training, the handling of a large indigenous group, or the duties of Chief/PM Operations or Deputy Chief, PM. He would be a definite asset, in the field or at Hqs., in any type of task force

SECTION D	CERTIFICATION AND C	COMMENTS
1.	BY EMPLOYEE	-
	I CERTIFY THAT I HAVE SEEN SECTIONS A.	, B, AND C OF THIS REPORT
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3.	BY REVIEWING OFFIC	CIAL
six months, for highly motivate others, and his He assumes resp without close so responsibility.	igned has been Mr. Hicks' sup the period ending December 3 d, sincere and capable person knowledge and ability are re- consibility and can be counted apervision. He is capable of He is continuously striving lds of activity.	1, 1962. Mr. Hicks is a . He works well with cognized and respected. on to get a job done assuming greater
8 February 1963	OFFICIAL TITLE OF REVIEWING OFFIC	A. A. MAIONEY

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TRAINING REPORT

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COURSE OBJECTIVES - CONTENT AND METHODS.

This course aims to develor in the Clandestine Services officers. and others recently returned from the field an un-te-date agareness of the role of CIA in the United States intelligence community, the relations of the DDI and DDR areas with the CS, and the support available from the offices of the DDS.

The course is presented by lectures given by CIA officials who are directly responsible for the missions, functions, programs, and services discussed. Each lecture is usually followed by a short question period. Approximately 10 per cent of the students' time is scheduled for reading pertinent un-to-date regulations and background summaries.

ACHIEVEMENT RECORD

This is a certificate of attendance only; no attermt was made to evaluate student achievement in the course.

FOR THE DIRECTOR OF TRAINING:

Chlanicalities, 18 Feb 1963 Augustus F. Schermerhern

Chief Instructor

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SECTION E		
		JOB PERFORMANCE

Stress strengths; and weaknesses demonstrated in current position. Indicate suggestions made to employee for improvement of his work. Give recommendations for his training. Describe, it appropriate, his potential for development and for assuming greater responsibilities. Amplify or explain, if appropriate, ratings given in SECTIONS B, C, and D to provide the best basis for determining furnished actions.

Mr. Hicks has an excellent understanding of clandestine operations and has demonstrated an outstanding ability to be flexible enough to cope with an ever changing program. He has performed his duties in a superior manner at all times, exercising mature judgement and firm action. He has continued to keep his objectivity and make a fine contribution to a Project that has had more than its share of frustrations. It is believed that Mr. Hicks should be considered for promotion to Grade GS-13 at the earliest opportunity. He has continuously demonstrated his ability to perform the functions and assume the responsibilities of a higher level in an outstanding manner. Mr. Hicks has worked long, irregular hours, and without complaint, to get the job done.

SEC	CTION F	ON F CERTIFICATION AND COMMENTS							
1.		BY EMPLOYEE							
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FITNESS REPORT - Calvin W. Hicks (Continued)

SECTION F

Comments of Reviewing Official (Continued)

in situations requiring individual initiative and imaginative thinking. I feel quite certain that Mr. Hicks has the capabilities and should earn a superior or outstanding rating in his next fitness report.

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	ly good judgement and has an excellent basic understanding of
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Subject is one of the most practical, hard-headed, do n-tolk in all grantstant, and contretent operations and operations staff officers this supervisor has ever known in our organization. He fights tenaciously and resourcefully in supervisor has staff advice to the time his chief makes a decision; from that it wan nogues just as tenaciously and resourcefully to support the decision as he did decisions for his position, whether or not the decision follows his advice. He gives 1000 loyalty to his country, his organization, and his chief. His approach to plans and open of the clandestine program has always been practical, and with the long-range requirements solidly in view. He is forceful and firm in dealing with allied opposite numbers, at the same time earning and retaining their respect. He is skillful and pursistant in eliciting intelligence information. His development of contacts in the country assigned has been surprisingly good, even though outside his assigned responsibilities; in other words, he has constantly exercised initiative to place himself in a position to collect intelligence information should the requirement be placed on him. Altogether an outstandingly fine operations and steff officer whom I chall always velcome on my staff. His training, experience, and demonstrated ability in the rield all well demonstrate his qualification to fill assignments in the next higher grade.

SECTION F	CERTIFICATION AND CO	
1.	BY EMPLOYEE	of the transfer of the contract of
fe	ertify that I have seen Sections A, B, C	, D and E of this Report.
'DATE'	SIGNATURE OF EMPLOYEE	
22 August 1960	S/Calvin W. Hicks	
2.	BY SUPERVISOR,	
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DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
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4-00000

Re 1960

MEMORANDUM FOR THE RECORD

SUBJECT: Request for Disability Retirement Under the
Provisions of the CIA Retirement and Disability
System - Mr. Calvin W. Hicks

Based upon my review and evaluation of the evidence listed below. I hereby approve the request of Mr. Calvin W. Hicks for disability retirement under the provisions of the CIA Retirement and Disability System and, on the basis of medical evidence submitted in this case, I have determined that the disability of Mr. Hicks is permanent;

- a. Supervisor's statement dated 30 October 1974 submitted in accordance with the provisions of paragraph 1.(3) of HR 20-50.
- b. Written report of the Board of Medical Examiners dated 20 December 1974 as submitted by the Chairman of that Board in accordance with the provisions of paragraph f. (4)(c) of HR 20-50.

F. W. M. Janney Director of Personnel

Distribution:

- 0 Return to ROB
- 1 D/Pers
- 1 OPF
- 1 ROB Soft File
- 1 ROB Reader

OP/RAD/ROB/PJSeidel:jat/3257 (24 December 1974)

ADMINISTRATIVE
INTERNAL ISS ONLY

4-00000

Mr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Mr. Hicker

This is to inform you that the Director of Personnel has approved your request for disability retirement under the CIA Retirement and Disability System. On the basis of medical evidence, the Director of Personnel has determined that your disability is of a permanent nature; therefore, no further medical review of your case will be required.

Your annuity will commence retroactive to 28 December 1974, the day following the date on which your salary terminated. You may be assured that every effort will be made to expedite delivery of your first annuity check following completion of the administrative details required to effect your retirement.

Sincerely yours,

Ronald Cage
Chief
Retirement Affairs Division

Distribution:

- 0 Addressee (CIA Letterhead)
- 1 D Career Service
- 1 OMS
- 1 OPF
- 1 ROB Soft File
- 1 ROB Reader

OP/RAD/ROB/PJSeidel:jat/3257 (30 December 1974)

Mr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Hr. Hicks:

As you bring to a close your active career of service to your country, I join your friends and colleagues in wishing you well in your retirement.

It takes the conscientious efforts of many people to do the important work of this Agency. You leave with the knowledge that you have personally contributed to our success in carrying out our mission. Your faithful and loyal support has measured up to the high ideals and traditions of the Federal measures. service.

May I extend to you my sincere appreciation for the important work you have done.

. Sincerely,

/s/ W. E. Coloy

W. E. Colby Director

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OP/PAD/ROB/FJSeidel:1s (15 January 1975)

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Mr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Mr. Hicks:

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For your information and convenience, an Annuity Statement has been forwarded to you. That statement relates basically to the payment for the period 28 December 1974 through 28 February 1975.

Enclosed is a retiree identification card. Before using the document, please sign your name in ink on the reverse side of the card.

This office is in receipt of your signed statement wherein you elected to receive payment under the Federal Employees' Compensation Act (FECA) in lieu of a retirement annuity under the CIA Retirement and Disability System. Accordingly, your annuity ceased as of 28 February 1975 and you will henceforth receive benefits under FECA. An adjustment will be made in the payment issued by FECA retroactive to 28 December 1974. If, at a later date, the determination is made that you are not permanently nor totally disabled, your FECA payments might by reduced or stopped, at which time you may request the initiation of your retirement annuity.

If you elect to receive an annuity instead of benefits under FECA, you must so advise the Office of Federal Employees' Compensation, indicating the date of this election. In addition, you should send a copy of your correspondence with that office to the Agency.

OBARYOMODER Tropped and and Sincerely yours,

Ronald Gage Chief

Retirement Affairs Division

December 1974

CERTIFICATION OF SEPARATING EMPLOYEE

HICKS, Calvin W.

MEMORANDUM FOR THE RECORD - ATTACH TO OFFICIAL PERSONNEL POLDER

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I	hereby acknowledge	the receipt	of	the following	forms	and/or	information	concorning	z iay
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	dard Form 56 (Agency Certification of p Life Insurance Act of 1954).	Insurance Status, Fede	ral Employees'
4. Stan	dard Form 2802 (Application for Refund	of Retirement Peducti	ens).
5. Form	2595 (Authorization for Disposition of CONTINUE to		
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3. Instr Servi	ructions for returning to duty from Ex-	tended Leave or Active	Military
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Calve	in the Ship	26 De.	1974
Adaress (Street	, City, State, Zip Code)	Correspondence	
BO MR.	CALVIN W. HICKS		DENCE
100	107 FOREST AVE	OBRESPO	No.
FAI	AFAM, VIRGINIA 22030	OVERT CORRESPO	,
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21 MAY Tabe

Mr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Mr. Hicks:

I am happy to send to you, under separate cover, your Agency Retirement Medallion. The Medallion is a tangible form of recognition and appreciation of your service to the Agency. It should serve as a lasting reminder of an honorable career, rewarding associations and the knowledge that you played your part in a vital activity.

Let me, therefore, add my congratulations and wish you the very best for the future.

Sincerely,

F. W. M. Janney Director of Personnel

· · · ·)、A. W. H. Johnson

ENLISTED RECORD AND REPORT OF SEPARATION

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W.D., A.S.D. FORM BO. 43 25 HAT 1944

MEMORANDUM FOR: Secretary, DDP/QSI - HMA Panel

SUBJECT

: Notification of Approval of Quality Step Increase -Calvin W. Hicks

- l. I am pleased to send to you the attached.

 official notification of the approval of the Quality Step

 Increase which you recommended for this employee.
- 2. As this award is designed to encourage excellence by recognizing and rewarding the employee, may I ask that you arrange to have this Quality Step Increase presented at an appropriate ceremony.

Harry B. Fisher
Director of Personnel

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MEMORANDUM FOR: Director of Personnel

DDP/OP

Request for Quality Step Increase

Mr. Calvin W. Hicks

The GS-13 Evaluation Board for FY 1972, having carefully reviewed the performance or all officers in grade GS-13 according to the standards of HR 20-31a(3)(b), recommends Mr. Calvin W. Hicks for a Quality Step Increase.

- 2. Mr. Hicks performed in a superior manner as a paramilitary officer during the early years of his career, overseas and in Headquarters. medical hold on overseas duty led to his assignment in 1967 to the Intelligence Watch/FI Staff where he has remained up to the present. Mr. Hicks has received overall ratings of strong from 1968 through 1971, with his performance characterized as exceptionally proficient. Of the seven officers with whom he serves on a rotating basis, four are GS-14's. The FI Staff has recommended Mr. Hicks for promotion in 1968, 1969, 1971 and 1972, with a recommendation for QSI in 1970. None of these recommendations were appropried. tions were approved.
- 3. The Board has noted that Mr. Hicks plans to retire in 1974 at the age of 50. In view of the very high regard in which he is held by the FI Staff; his record of sustained superior performance and his high dedication to the Agency, the Board recommends recognition in the form of a Quality Step Increase for Mr. Hicks.

Cuttur & Callahan Arthur E. Callahan

Chairman GS-13 Evaluation Board (FY 72)

Director of Personnel

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QUALIFICATIONS UPDATE READ INSTRUCTIONS CARRELLY BEFORE COMPLETING, TYPE OR PRINT, AVOID USING LIGHT COLORED INKS Now that your qualifications are a matter of computer record, they must be periodically updated. This is done auto-matically for much information, however, some must be extained directly from you. This form is for that purpose. Section I must be completed in all cases. You need provide other information only it there have been changes since you submitted your Form 1441. Qualifications Supplement to the Personal History Statement, or a previous update form. if you are in doubt whether information has been previously submitted, enter it in the appropriate section. The signed and dated form should be returned through administrative channels to the File Room, Office of Personnel, Room 55-13. Headquarters, whether information is added or not: Additionally, a qualifications update may take place at any time there is information to be added or changed simply by completing and returning an update form on your initiative. BIOGRAPHIC AND POSITION DATA SECTION 1 IMP. SER. NO. NAME (Last-First-Middle) DATE OF BIRTH GRADE 8 Nov 24 D. 056361 Hicks, Calvin W GS-1 EDUC ATTOM SECTION II HIGH SCHOOL LAST HIGH SCHOOL ATTENDED '-ADDRESS (City, State Country) YEARS ATTENDED (From.To) GRADUATE □ *** □ ** COLLEGE OR UNIVERSITY STUDY SUBJECT NO. SEM/QTR YEARS ATTENDED DECREE HAME AND ECCATION OF COLLEGE OR UNIVERSITY RECEIVEN RECEIVED IF A GRADUATE DEGREE HAS BEEN NOTED ABOVE WHICH REQUIRED SUBMISSION OF A WRITTEN THESIS, INDICATE THE TITLE OF THE THESIS AND BRIEFLY DESCRIBE ITS CONTENT. TRADE, COMMERCIAL AND SPECIALIZED SCHOOLS MAME AND ADDRESS OF SCHOOL STUDY OR SPECIALIZATION FROM NO. OF MONTHS OTHER NON-AGENCY EDUCATION OR TRAINING NOT INDICATED ABOVE NAME AND ADDRESS OF SCHOOL STUDY OR SPECIALIZATION TO NO. OF MONTHS SECTION 111 MARITAL STATUS 1. PRESENT STATUS (Single-Macried Midowed, Separated Diverced Annulled Remarried) SPECIFY: (Vaiden) 2. NAME OF SPOUSE (Lest) (First) S. DATE OF BIRTH 4 PLACE OF BIRTH (City.State.Country) S. OCCUPATION 8. PRESENT EMPLOYER 7. CITIZENSHIP B. FORMER CITIZENSHIP(S) COUNTRY(IES) B. DATE U.S. CITIZENSHIP ACQUIRED SECTION IV DEPENDENT CHILDREN AND DEPENDENTS OTHER THAN SPOUSE MAME PERMANENT ADDRESS RELATIONSHIP DATE AND PLACE OF BIRTH CITIZENSHIP ADD ~ h . DELETE ADD DELETE SECRET

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on file with the Retirement Operations Branch, Office of Personnel (x3257).

ELECTION. DECLINATION. OR WAIYER OF LIFE INSURANCE COVERAGE

FEDERAL EMPLOYEES GROUP LIFE INSURANCE PROGRAM

IMPORTANT AGENCY INSTRUCTIONS

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FOLLOW THESE GENERAL INSTRUCTIONS: 18 17 17

. Read the back of the "Duplicate" carefully before you fill in the form

FILL IN THE IDENTIFYING INFORMATION BELOW (please print on type):

- Fill in BOTH COPIES of the form. Type or use ink.
- Do not detach any part.

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SUBJECT

: Empression of Approbation and Coumendation for the Intelligence watch.

t. Twich to empress hyteppreclation and personal realise for the portormance of the Mi/Into Algence Fatch during the height of the recent Middle Bost crisis. I sa informed that the Ara. -Ioraeld war and its adtermath were primary factors which resulted in the Watch processing for the month of June the highest number of overement one since its confilingent. The Watch ris pantacularly holpful to this Division in onsuring that the dissemination of the reporting on the Middle East situation was not only rapidly dissomenated locally to the Intelligence Community but also promot! / relayed of to interested oversons military commands and CTA field statious.

2. The judgment shown by Watch Officers, often under trying direumstances, was inversely sound ini hologui. The worth of the batch, particularly during the crisis situation, was once acre desconstrated to all of us in NE Division.

> JAMUS H. CRITCHTITUD Chiof, Near East and South Asia Division

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CALVIN HICKS

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VERIFIED RECORD OF OVERSEAS SERVICE SGUESS MAY 165 Office of Personnel, Statistical Reporting Branch, ROOM 5 E.2506 Headquarters EMPLOYEE SERIAL NO. LAST FIRST MIDNE (***COMPONENT**) INSTRUCTIONS USE APPROPRIATE SPACE BELOW TO REPORT DATA-FOR EITHER PCS OR TOY: INSERT APPROPRIATE CODE NUMBER IN "CODE" COLUMN TO DESIGNATE WHICHIRE SUMMISSION IS OF DASIC DATA. CORRECTION, OR CANCELLATION (**One only). REPORT DATES BY USING. THE NUMBER FOR THE MORTH, AND LAST TWO DIGITS ONLY FOR YEAR. ***PCS DATES OF SERVICE** TYPE OF DATA ARBIVAL DEPARTURE COUNTRY OMIT 1. ***PCS (**Besiz**) 3. **CORRECTION 27					
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Recorded by CSPD

9 November 1960

MEMORANDUM FORE Chief, ME

FROM

William T. Hornaday, formerly CCB Cherat

SUBJECT

: Letter of Commendation for Calvin W. Hicks

- 1. This is a letter of commendation for Calvin W. Hicks for the period of 7 January 25 August 1960. During this time he served under my command on the staff of aCLEVEL Project. His assignment was Operations Officer on the ACLEVEL staff, and Chief Operations Officer for the United States element of the Joint Operations Staff, serving operation a like officer from the Allied service.
- 2. Hicks at all times was an outstanding member of the staff. He was sealous in his efforts to improve operational techniques to increase operational assets, and to insure that these assets were of trustworthy nature and were highly trained and qualified. His forerest thoughts were always contered on what was test for the interests of the United States. He was practical, unremitting in his efforts, and nard-headed in his analysis of how best to deal with the Allied partners for the best interests of the United States. He was a sound staff officer, offering sound operational advice to his commander, and always submitting staff work in completed form. After giving strong support to the courses of action recommended by him, he never failed to give complete support to his commander after a decision was made, even though it controvened the course he favored.
- 3. Mr. Hicks has been a GS-12 since November 1956. He has amply demonstrated his complete qualifications to perform the duties of the next higher grade, and it is my conviction he has extract the right to early consideration for promotion.
- 4. I shall always welcome any optortunity that permits Mr. Hicks to serve with me again.

William T. Hornaday

SFCRFI

25 May 1961

MEMORANDUM FOR: Chief, Finance Division

FROM

: Chief, WH/4/Support Staff

SUBJECT

1 Promium Pay

Due to the recent reduction in heavy workload requirements, the following employees are no longer entitled to Premium Pay. It is requested that this entitlement be discontinued effective C.C.B. 27 May 1961. Their salaries are chargeable to Allotment #535-5000-8021.

BLATR, William E. DOUGLAS, Jesse S. HICKS, Celvin W. ISAMINGER, John W. RUMUK, Walter P.

NAPOLI, Louis P. SEFHAFFR, Ralph G. SILEO, Anthony L. WARNER, Thomas D. WIEDBES, Robert E.

Ellshmedt Chief, WH/4/Support

Distribution:
2 - Chief, Finance Division (ea. employee)

2 - Director of Personnel (ea. employee)

11 January 1961

To : Director of Personnel

7301 : Thief, Mi

SUBJECT: Additional Commensation in Lieu of Overtime agreent

HAS: Femo dated 11 January 1941 from SSA/DDS to DD/S. approved by DD/S. Subject: "samplered Benefits for JPATS Personnel"; and Year dated 22 December 1960 from ADD(P) to Denuty Director (Fines), Subject: "Surloyee Renefits for Personnel Assistment to WATS".

In accordance with referenced memorphia, it is requested that the remained listed below be authorized to receive additional compensation effective 8 Jenuary 1941, at the rate of 15% of their respective rates of basic annual compensation (but not to exceed the manual rate for a CS-9) in lieu of payment of the regular overtime rates for irregular, unscheduled and requent overtime.

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DesGLAS, Jesse S.	229350	GIS Officer :	14,055	
FULLIFS, David A.	654300	Ora Officer .	12,730	
destal, jouis 8.	012416	OPS Officer	12,210	
EUZIUF, Wilter P.	064735	073 0771 ber	12.730	
PSINTE, John D.	5/093	OPS Officer	11,675	
MAMING. Thomas D.	59794	Instructor (CPS)	3.955	
HICKS, College V.	56361	Guerrilla Warfere Officer	c. 475	
MILZY, James	60471	OPG Officer	5,060	
"ILEO, Anthony L.	559127	OPS Officer	7.320	
ELAIR. William S.	56218	Instructor (OFS)	3,955	
VX Dal., Sidrey S.	059517	OP: Officer	11,155	
NEYNOLDS, Nobert	55407	Cirl Officer	13,470	
SPARKS, Street N.	422H5	Instructor (OFS)	12.470	
EPGW: Provel S.	6190î	OP: Officer	c. 475	
CARTY (ICHT, Cectl J.	5784-0	OPC Officer	9,215	٠,
CHWIGHY, Samuel J.	55622	ADE Office	7,820	
103/135. Tavit 5.	63385	UPS Officer	12,210	
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All the above employees are on Allottent *535-5000-3021.

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